JUNE, 1958 2s. 3d.

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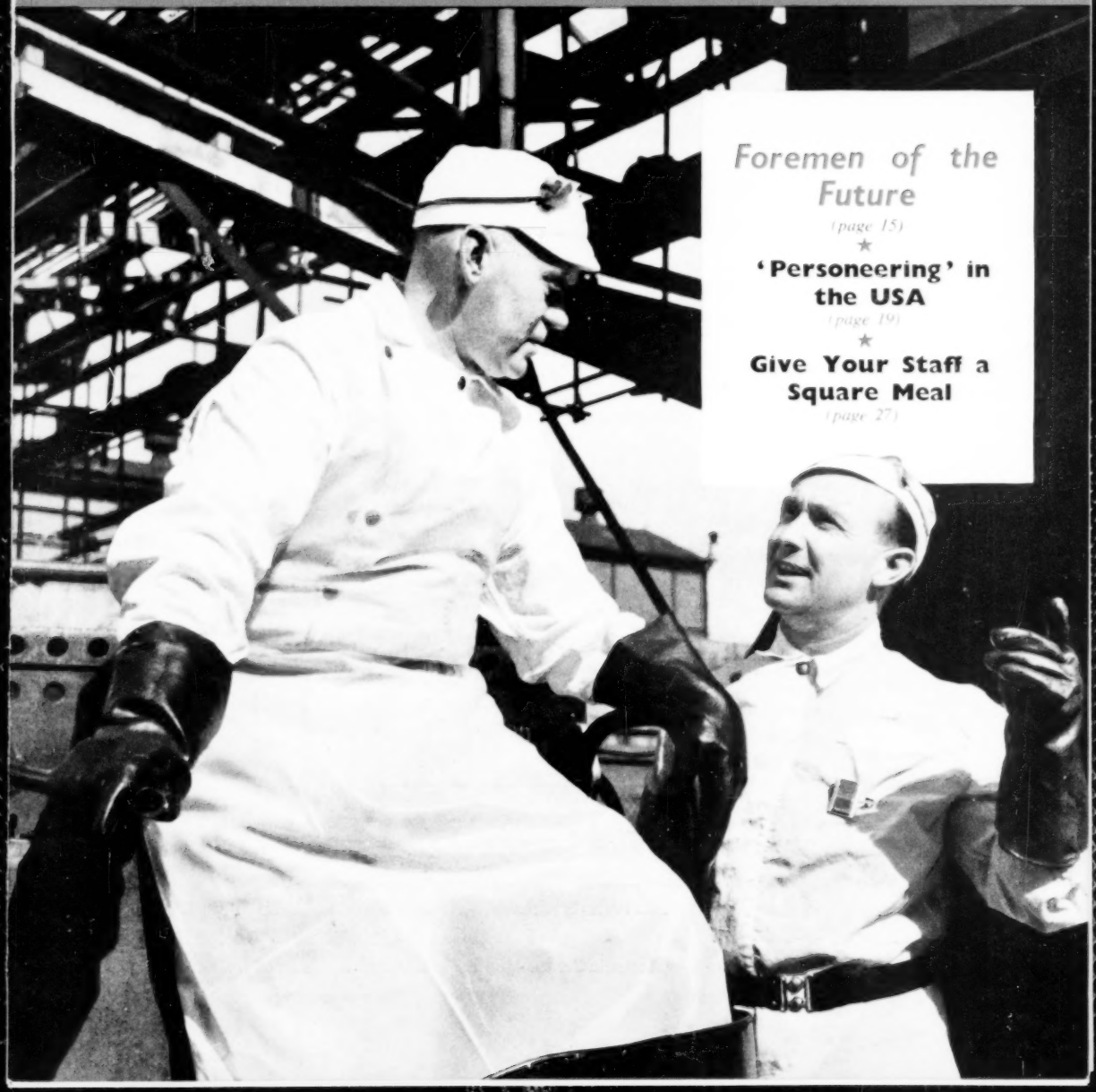

Foremen of the Future
(page 15)

★

'Personeering' in the USA
(page 19)

★

Give Your Staff a Square Meal
(page 27)

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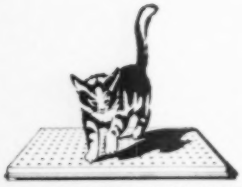

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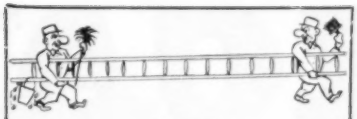

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JUNE 1958

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Advertisement, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Subscription 30s. per year, post free.

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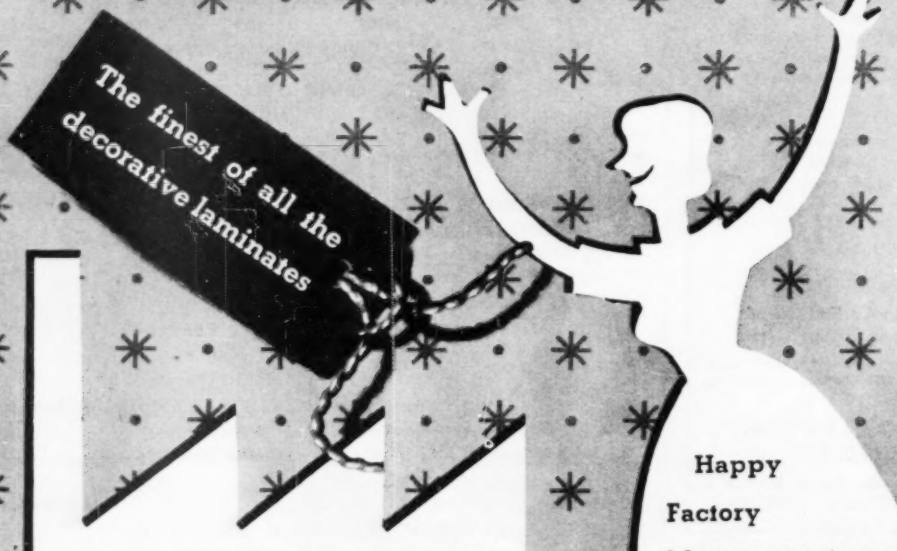

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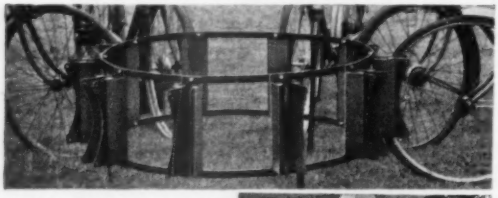

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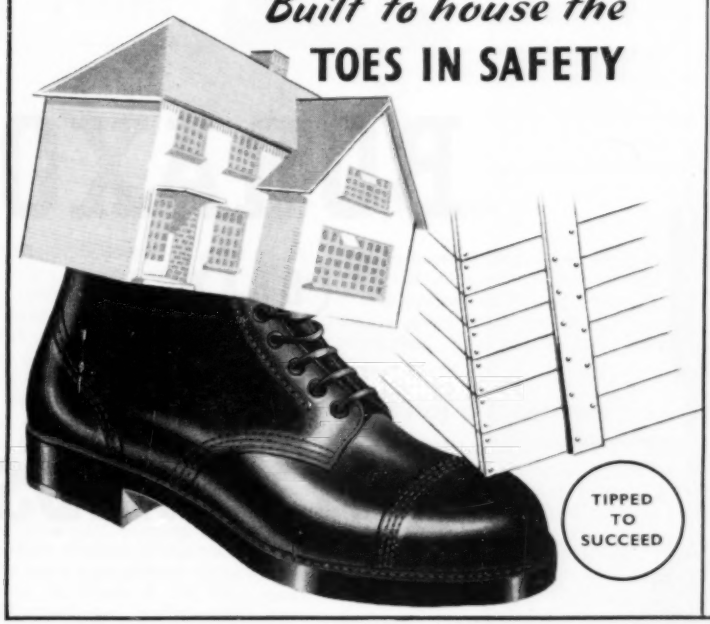

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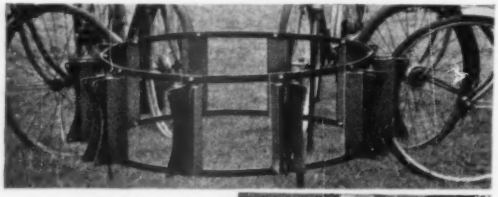

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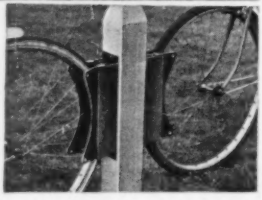

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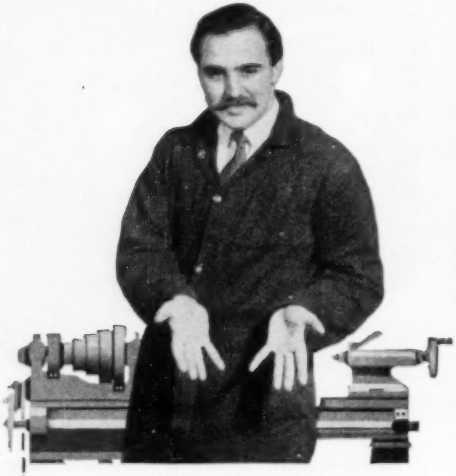

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Point Counter Point

Stone Age Diplomacy

THE trade unions, to put it mildly, are not always adept at winning public sympathy even when they have a good case. But much more serious are the occasions when they seem positively hell-bent on assassinating the goodwill of everyone save a few doctrinaire fanatics.

Of this, no better—or worse—example could be cited than that reported a few weeks ago from Hinckley, Leicester, where the National Union of Hosiery Workers refused to allow three-shift working at a hosiery firm whose workers in the coarse-gauge section were unemployed. The firm in question, H. Flude & Co. Ltd., make nylon stockings and could have absorbed their unemployed in its fine-gauge section (where they could have earned over £20 a week) but for the union's refusal. In turn, the firm was forced to refuse large orders from Canada.

'Setting a Precedent'

To be fair, there was an agreement with the union throughout the trade that only two shifts should be worked, but Flude & Co. applied for special permission to work three shifts and this was turned down flat. The union's general secretary commented:

"The union is standing by its national agreement and it would be a contravention if we permitted three-shift working. If we granted a concession to one firm, we would have similar requests from other firms".

Comment, in face of all this fatuity, is almost impossible. There is so much about this episode which invites criticism and ridicule that one is in the position of Mark Twain's character who "jumped on his horse and galloped off in all directions". Yet there is one point which seems especially significant—namely, the attitude of the National Union of Hosiery Workers to night work. Can it be even in this day and age that they regard nightshifts as a sinister device of the bosses to exploit their members? If so, their thinking is naïve and outdated. On the other hand, if they are not naïve and outdated the reason given is an excuse for something else. They cannot have it both ways.

Horns of a Dilemma

COMMUNICATION, we all know, is fast becoming one of industry's Sacred Cows, but something I read recently caused me to sit back and wonder at what point a firm is morally justified in saying "this far and no further".

The publication was the beautifully produced Report for Employees, entitled *Review of Progress 1957*, put out by the United Steel Companies and the passage referred to was as follows:—

"To illustrate the extent to which the services of our doctors and nurses are used by employees, it is interesting to note that there were 212,000 attendances at medical centres in the period under review. This is equivalent to each employee at the four main branches receiving an average of eight treatments per year, which is remarkable when it is remembered that our medical services are in no way a substitute for the National Health Service. This is not always remembered by some employees who tend to regard our service as an integral part of the Health Service and get annoyed when prescriptions and medicines are not issued on request".

To the purist of course the solution is simple: namely, wherever there is confusion, communicate and explain. Which is all very well but a management is entitled to assume that its employees have some general knowledge. If not, it may end up holding regular courses to explain to workpeople what we commonly term "the facts of life". (From some stories personnel managers have told me, this in fact might not be a bad idea.)

Anyhow United Steel are certainly not to blame if some of their employees

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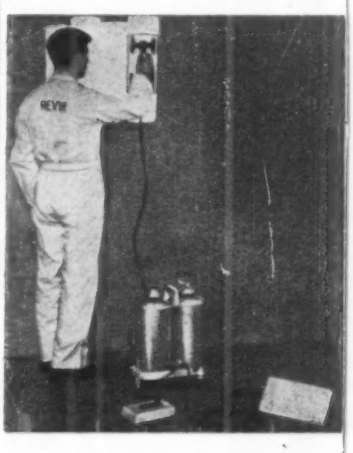

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PM

have not the *nous* to distinguish between a Government service and an amenity run by their own management. And it is more than likely that, if the firm did introduce a simple course on civics and general knowledge, the first to sneer would be those who got annoyed when they did not get the prescriptions and medicines they asked for. It is fatal to milk the Sacred Cow too little—or too much.

Take It Lying Down

THE siesta habit for businessmen was suggested as "a good idea" by Mr. Hector Rawson, president of the National Bedding Federation, when he opened the Federation's annual conference at Llandudno a month ago. And he went further: "Perhaps business conferences might even be held with the participants lying relaxed on mattresses. Even business lunches might be eaten lying down".

The idea has its attractions, certainly; and there is obvious scope for an advertising come-back—"Indigestion? Of course, I have indigestion, but I don't suffer from it: I just sleep it off!"

But what of the workers, the operatives, the typists? They won't want to be left out. They might even be willing to trade in their 40-hour week demands in favour of a two-hour snooze.

As for the personnel manager, his siesta couch could also be used for some of that "psychological counselling" we hear so much of nowadays. With the patient comfortably relaxed, our counsellor purrs into his first question . . . "Now, tell me, Mr. Jones, when did you first feel this irresistible urge to shoot your foreman?"

Bank Balance of Fate

IT has been suggested recently that when people have started to save, the fact that they have a few pounds behind them changes their attitude to work and may in fact result in some of them having fewer accidents. Such a claim, one feels, must be manna to the average industrial psychologist, and no great stretch of the imagination is needed to anticipate a line of reasoning along the following lines. No money in the bank causes a person to feel vulnerable and insecure. By some chain reaction of the unconscious, the whole organism is affected by similar fears. Something akin to a death-wish seizes the under-capitalised victim and he or she has an accident.

But a fruitful source of accidents is also cocksureness—that is, when the victim feels more than usually invulnerable. As with so many things, it would appear to be a case of "heads I win, tails you lose".

Craft apprentices at Guest Keen and Nettlefolds (Midlands) Limited learn their skills in this new company training school in Birmingham. The bright, model workshop with its pastel-coloured walls and clean layout helps them to learn tidiness and safe-working right from the start. With a classroom attached, this is "a school right in the heart of industry", says chief instructor, Mr. Joe Harris.

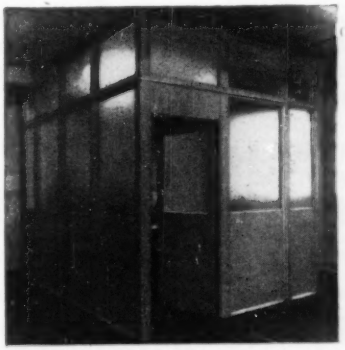
Southward, Ho!

WHAT is the attraction of London and South-East England as a place to live and work in?

In a speech at the Mansion House last month, the chairman of the Resettlement Advisory Board, Sir Frederick Hooper, did not so much answer this question as prompt it. So great was the lure of this area, he pointed out, that three-quarters of the ex-officers applied for jobs there, while 80 per cent of those still unemployed were on the lists in this region. Sir Frederick went on to warn retiring officers that they must be prepared to live and work elsewhere. (see note)

The disadvantages of living and working in London might at first glance be more obvious than the advantages. Smog, loneliness, rush-hours, higher prices, traffic jams, inadequate housing, extortionate rents are hardly things that go to make up a dream of gracious living. Yet every year people of all ages flock in their tens of thousands into the capital and its environs with a view to settling there. Only a few romantics have any Dick Whittington ambitions; most in fact come chiefly to get away from the place they left.

By implication, this compression of humanity—now well over 10 million—into Greater London is a dreadful indictment of our provincial towns, even those from which beauty spots can be reached in a matter of minutes. And it may one day result in a grotesquely distorted distribution of labour



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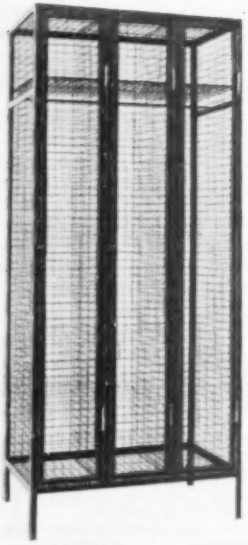

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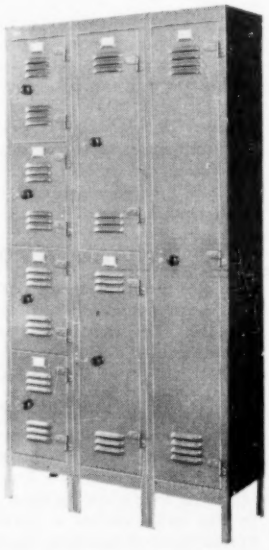

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Point Counter Point

and a lop-sided economy. So it seems as if those hidebound, puritanical local authorities who obstinately set their faces against civic improvements on the grounds that these would be "sinful" might well be forced ultimately to introduce them in order to keep their bailiwicks from becoming depressed areas. There are far too many councils who don't seem to realise that people like to *feel* that there is always something going on about them even though they seldom take part themselves.

As a personnel manager who was having difficulty recruiting staff once said to me: "We have good jobs, but you can't sell them in the middle of a badly-kept graveyard".

* A large number of ex-officers are now registered as unemployed, states the Ministry of Labour; e.g., 898 are registered with the Ministry alone. Many of these, however, are older officers who have been registered for some time and who are unwilling to move from areas where employment opportunities are limited. On the other hand, vacancies registered by employers, specifically for ex-officers, are on the increase.

Other figures given are: about 2,300 premature retirements are expected in the financial year 1958/9. For the same period about 60,000 other ranks are expected to be discharged.

Not in the Boot

THE wily cashier does *not* carry his firm's money in the car boot, says a reader, commenting on the list of rules given in last month's payroll security feature, *(Apparatus of Welfare)*. "Experience of company security work", he adds, "has taught me that the car boot is the most vulnerable of all hiding places. It is completely out of reach of the guards You are up against the most cunning and, often, the most ruthless of all criminals. They have planned each "job" weeks in advance; they are watching your every move. Turn your back on the cash for a second and it's gone".

His advice to those who still favour the steel box method of carrying the money is to have it *inside* the car, welded to the floor. Lock the doors at once and have an automatic alarm device fitted, which is triggered off the moment anyone tries to interfere with the car.

And always park the car facing the oncoming traffic. This makes it difficult for the bandits car to draw alongside unobserved.

All this talk of plot and counter-plot, however, tends to obscure the most disturbing feature of this problem. "The payroll is insured", comments a manufacturer of security aids. "It is much more important to see that no harm comes to the people whose job it is to fetch it from the bank each week".

Coffee Time

A COPENHAGEN textile firm Nærum Nylon A/S, recently wished to make doubly sure that a group of 70 of their workers on a special job really understood the importance of turning out a quality product. Previous experience had shown the firm that such problems were always better solved in an informal way, so, without exhortation or any other kind of official "softening-up", the workers were invited for coffee and cakes in a nearby hotel.

One half of their number were served with the finest coffee and truly delicious Danish pastries, while the other half got the type of stuff which was served in Denmark under Nazi occupation. The unlucky ones protested vigorously and loudly.

"All right!" said a management spokesman, "now we know *your* opinion about good and bad merchandise. Don't you think our customers feel exactly the same way?"

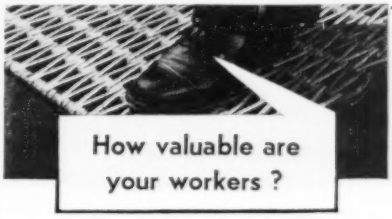
Our Front Cover . . .

. . . shows two men with your future in their hands. In 1947 Britain's Atomic Energy Industrial Group was founded just outside Preston in a wartime poison-gas factory called Springfields Works. Its job—to charge the country's nuclear reactors with uranium metal fuel elements. Less dramatic, but just as vital, is its other top-priority product—skilled, responsible foremen, the king-pins of the nuclear machine. For the story behind tomorrow's story see page 15, *The Foreman is a VIP*.

* * *

A group of scientists working on an important research scheme got so annoyed with the inefficiency of some of the workers in the laboratory that they put up this notice: "Are you helping with the solution—or are you part of the problem." (The Weir Bulletin.)

THE EDITOR



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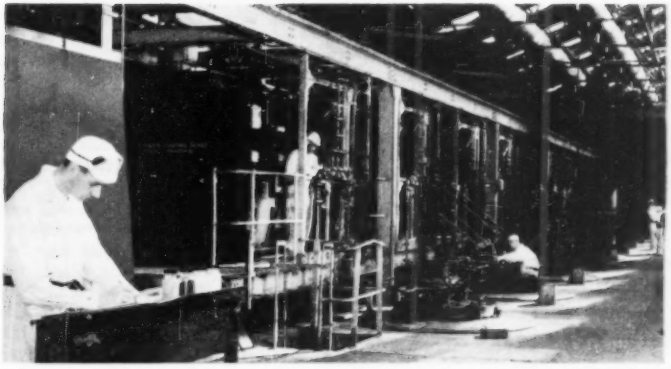
TEAMWORK—Furnace room of the "Dryway" plant at the Springfields factory. It has the general characteristics of a metallurgical works.



Photographs, diagram and cover picture—courtesy of the United Kingdom Atomic Energy Authority

In Britain's Newest Industry The Foreman is a VIP

By DAVID JUDGE

A foreman is sometimes described as the "sergeant-major of industry". Comment upon this description . . .

NOT a question one would expect to find in an examination for a mechanical engineer, a chemist or a chemical engineer. But the three science graduates who answered it were sitting their final examination as technical assistants in the atomic industry. As potential executives it was as much their job to know where the foreman stood in the management structure, as to know the nuclear function of uranium hexafluoride; for in Britain's newest industry the foreman is the king-pin of production efficiency.

When, after World War II, Britain drew up plans for the manufacture of fissionable material, the whole project was placed under a directorate of the Ministry of Supply. Since then, of course, the work has been taken over by the United Kingdom Atomic Energy Authority whose foresight and efficiency has enabled Britain to claim with truth that we lead the world in the peaceful uses of atomic energy.

Behind it all stands one factory, five miles outside Preston, 12 from Blackpool. That, perhaps, is all the glamour Springfields Works can boast. It has not made glowing headlines like Calder Hall, nor has it been picketed by protesting marchers. Yet this chemical engineering factory, whose one vital task is to process uranium from the ore to pure metal, has, since 1947, been the great provider for our whole nuclear development programme.

During the war Springfields was a factory making poison gas. In 1947 it was taken over by the Ministry of Supply directorate—a body of men who knew "very little of the materials which were to be used or produced, but . . . quite a lot about industrial practice and the building and starting up of new factories", as Dr. Rogan, Springfields works general manager, has put it. All the necessary plant was installed in existing buildings, and all existing plant like boilers was put back into operation. Within two and a half years the works was engaged on round-the-clock production.

So much for the machinery; the workers in this brand new industry had still to be found and moulded into a productive force. Management could not afford a slow rate of growth. Demand was immediate, heavy and top

priority. To quote Dr. Rogan again, Springfields received the order: "Windscale is being built and will be ready to receive fuel elements in 1950. By that time you must have overcome your production problems, and have produced sufficient uranium metal fuel elements to charge the reactors".

Management decided to put its faith in an efficient and responsible body of foremen; sergeant majors, in fact, for the military metaphor is apt enough.

Yet foremen, like R.S.M.'s have to be trained, and training in this case was trebly difficult. No one had any experience of radioactive material as an industrial product. It was expensive and it was dangerous. Every man who worked in the factory had to be taught to recognise the radiation hazards, trained in the techniques used to overcome the hazards, and trained in production techniques, far more costly and complex than in many other established industries.

For the foreman the training had to be quick and 100 per cent efficient: they were to be trusted with a multiple responsibility, embracing human relations, cost, safety and production.

The first six men recruited were foremen from the most analogous industry, the Royal Ordnance Factories. They were the nucleus, while the Springfields training programme became the fusion process that has supplied much of the driving power of the Industrial Group. "We have trained practically everybody" they say jokingly at Springfields, but there is a lot of truth in it. Their last two training managers have been transferred to Risley, the Authority's headquarters, and many of the foremen they have trained have been promoted to jobs in other plants at Windscale, Capenhurst, Calder Hall, Chapel Cross and Dounreay.

For the first four years a substantial number of the foremen at Springfields were ex-R.O.F. foremen. But during that time the training department, in conjunction with the labour department's highly selective recruitment policy (a necessary process, despite the added difficulties it created in the face of an acute labour shortage) was gradually building up a reliable team of potential supervisors. Consequently, most of the foremen employed today have been trained at the works, and only a quarter recruited from Royal Ordnance Factories.

Springfields Works employs just under 3,000 people; total industrial strength is 2,079. There are 83 foremen and 211 chargehands; of these, 39 foremen and 82 chargehands work on the chemical and metallurgical production lines.

The creation of this efficient supervisory force was bound up from the first with the industry's growing need for first-class scientific brainpower. Dr. Rogan summed up the position when he outlined the management structure to a B.I.M. conference last November: "It was necessary in the early days of operation of new and novel processes to have close supervision by professional chemists and engineers. As the production plants and engineering shops became established we replaced the professional men by good foremen, thus releasing the professional men for more important and interesting work where their training and managerial skill could be properly utilised, and at the same time providing an incentive for the foremen. We have six grades of foremen and the structure is often referred to as the *Foremen's Promotion Ladder*".

On each successive rung of this ladder the rewards are attractive. Salaries, of course, are higher, and paid by the month. But there is another, far greater attraction. All foremen at Springfields are given staff status with its attendant privileges of increased annual leave, superannuation and general conditions of employment.

But if foremen and potential foremen are offered incentives to promotion, they are also encouraged to set themselves high standards. A man who wants to try for the rank of a process supervisor, for instance, must have certain qualifications before he can attain that status. He must have had five years' supervisory experience on chemical process work. Three years of this time must have been spent in a non-industrial capacity (as understood in the Authority) or the equivalent staff status in industry outside. And he must have spent at least one year in Atomic Energy establishment. Moreover, future promotees will be expected to hold external qualifications—in this case the intermediate certificate of the City and Guilds examination in chemical plant operation.

With this behind him, a man will then be eligible for promotion whenever there is a vacancy; he is at liberty to apply for any suitable vacancy wherever it may arise in any of the Authority's establishments. Vacancies are occurring constantly since the Authority is still expanding to meet its commitments. The aim is always to promote the best man for the job.

Supervisory training is covered by a programme of courses, the most important of which is a six-week course for chargehands regarded as potential foremen. Other supporting courses vary a little from works to works. In addition to the Authority's internal courses, foremen are encouraged to take others provided by local education authorities, which lead to some recognised qualification. This encouragement takes the form of time off to attend courses and also some financial assistance.

Senior staff from the works are often called upon to lecture to the classes, and the works training managers keep in touch with the local authorities to ensure that requests for additional courses are considered as they arise.

The Authority's central course is made up of lectures, discussion of case-studies and visits to other works in the Group.

The latest course for technical foremen who work in the new experimental plant at Springfields is a 50-50 programme—half technical, half foremanship. It makes use of the Ministry of Labour's TWI programme of job instruction, job methods and job safety, and visual aids include filmstrips on supervisory problems supplied by the Industrial Welfare Society. The various aspects of a foreman's responsibility form topics for the discussion groups which also include any new technical assistants appointed in the works.

This policy of throwing the foreman and management trainees together is doubly effective. It gives the officers an opportunity of exchanging ideas with their sergeant-majors, thus adding to the combination of "necessary knowledge" and "broader outlook" listed in the technical assistant training programme. It also helps them understand the foreman's job and through him, the job of the production worker.

But the discussion groups are not the first opportunity these management trainees have of meeting the foreman at work. The responsibility and authority which the foreman carries in the plant is made clear early in the technical assistant's training. The outline for plant operating experience in a T.A. course, runs roughly as follows:—

"During each part of the programme, Mr. - *will be responsible to the foreman concerned*. Each foreman is asked to make arrangements to give Mr. - the opportunity to carry out actual process work. It is expected that foremen *will explain to their staff that Mr. - is following a training programme*" (my italics).

This outline notice is sent to everyone concerned, including the foremen of the shift on which the trainee will work, so that both parties are clear from the beginning about the existing team structure.

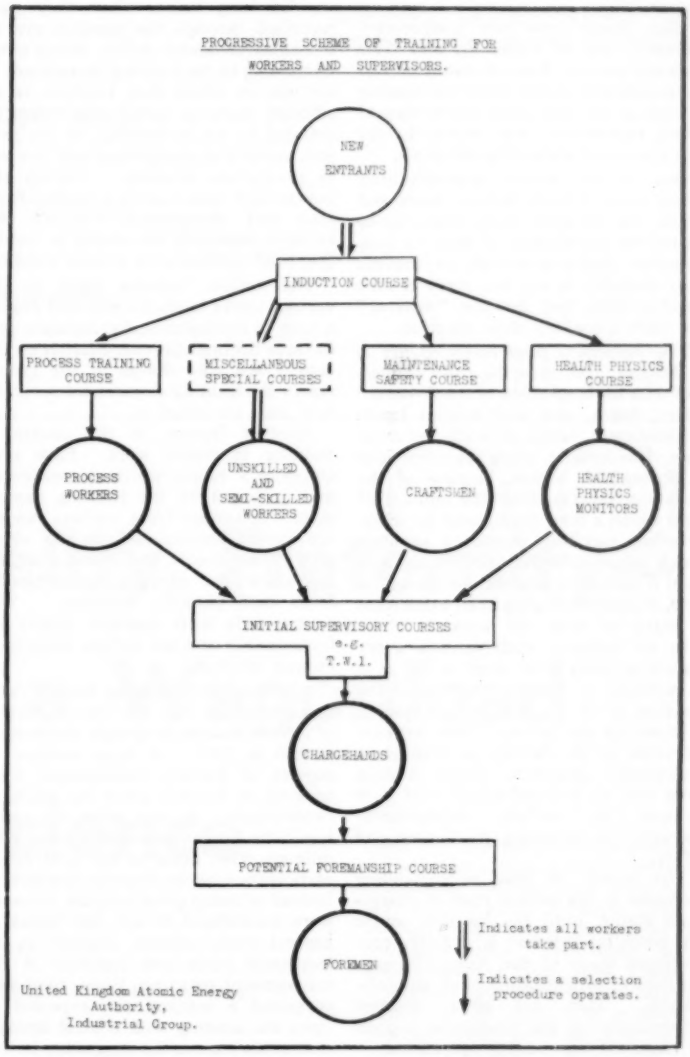
For the foreman the industrial team is a two-way structure, ranging upwards through the works, through the Group and finally to headquarters; and downwards to the team of men he controls. In a specimen induction lecture for production foremen, supervisory responsibilities are broken down into five major categories—responsibility to and for people, including himself, and responsibility for equipment and materials.

Responsibility to people means responsibility to the shop manager and the senior staff, and responsibility to other foremen and staff of service departments, through a clear knowledge of the Springfields process, projects and processes at other works in the Group, and the tie-up of the separate factories. Added to this is a knowledge of the Authority's organisation in Springfields works, of the engineering department, and Group Office and technical records procedure.

Responsibility for people comes under two headings—responsibility for the chargehand working under him (through a knowledge of the foreman's own plant, the training policy, plant records and the chargehand report procedure) and for the industrials in his own team. This responsibility is much like that of the average supervisor in outside industry, with one addition. Safety from radiation is a vital facet of general safe working. The rest of the list includes accident procedure, personal welfare, the works labour policy and that of the trade unions concerned, process worker reports, training methods, and utilisation of materials and labour.

Responsibility for equipment comes through knowledge of safety regulations, maintenance procedure, raw materials, stores procedure, and care of equipment from a cost angle.

Cost of equipment and materials is a prominent feature of foreman training throughout the group. As for



They needed skilled personnel fast when Britain's nuclear industry was born. Management put its trust in its foremen, gave them staff status, a tempting 'foremen's promotion ladder' to climb, and encouraged them to work as an efficient, responsible team in the second line of management.

responsibility of materials, cost is broken down into two categories—economic use of materials, and their chemical purity. Records and materials stores procedure come next; but heading the list is the full, clear knowledge of safety regulations, and especially the safe storage of radioctive materials.

One of the major responsibilities which every Group factory bears and which the foreman must share, is to record the movements of pure or concentrated fissile materials to prevent their assembly in any one place in such quantity that they become "critical" and start a nuclear chain reaction.

The foreman's final responsibility is to himself. He must be fully conversant with his conditions of employment: salary, leave, sick and special leave, establishment, hours of work and overtime. Incidentally, there are a few jobs at Springfields which, because of the radiation hazards, limit the amount of time which a man may spend on them. Overtime can thus present a problem which other industries do not have to face: if such jobs are not completed on time, it means bringing in an extra team to carry on with the work.

In an industry such as this every worker at every level must, as far as it is pertinent to his job, understand the function of all the departments that go to make up the factory. New workers recruited to the factory go through a preliminary induction course, lasting from two to two-and-a-half days with lectures by various departmental managers on processes, production and safety.

The extent of that understanding increases as the worker rises to chargehand status, until the training course for potential foremen is a fairly concentrated study of the Atomic Energy Authority's organisation and administration. They are given detailed information on the production aspects of chemical engineering operations.

The foremanship section of the course deals comprehensively with the duties of the foreman, human relations and labour policy, and the more technical responsibilities like general safe working and safety from radiation. Their quickness to grasp these essentials is used in assessing their potential for promotion, but even more valuable is the *special project* part of the course.

Each group of men is given the task of organising itself into a production group to make some specified product using an assortment of equipment and materials. But it is not their technical ability which is on trial. That was decided long before when they were recruited through the needle's eye of the selective labour policy. Much more interesting to the training department is the way in which they function as an efficient working unit. One man is detailed to act as foreman of the project, another as chargehand and the rest as production workers. During the course each man is given a spell as foreman and chargehand, and his behaviour, especially his ability to handle this brief authority, is closely watched.

The course includes visits to the various works in the Group, and during a visit to Springfields, for instance, two or three Springfields chargehands on the course will take charge of the group. Again the training department notes the way they set about it.

Another feature of the course is training in report work. Each man compiles a report which is considered and criticised by the training department. Examples from various reports are quoted anonymously to the whole group; this avoids any embarrassment, but allows the whole group to benefit from each person's mistakes. The course ends with question papers on foremanship and the various aspects of human relations.

A particularly popular feature with foremen in the past has been the series of lecture/discussion groups which were started in 1953. A large number of aspects of factory management were covered in lectures given by heads of departments. A year after the series began the discussion meeting assumed a different style, designed for more active participation by the foremen themselves. Instead of being given subjects, foremen were encouraged to ask for topics of general works interest, relevant to the foreman's place and function in the management structure. Every man who suggested a subject was expected to open the meeting with a brief description of his reasons for suggesting it, and plenty of notice was given so that the appropriate member of senior staff could be present to outline the subject and answer questions.

The king-pin of production efficiency —just how true this is of the Springfields foreman is best illustrated by reference to the gradual development and expansion of the works. As greater demands are made upon Springfields' productive capacity and new methods are found to meet these demands, new experimental plants are set up. When this happened during the years 1950-1953 there was round-the-clock supervision by professional scientists.

RESPONSIBILITY — Tipping uranium tetrafluoride into the reactor

Though this will still be necessary when a plant is first put into commission, it will be for a shorter period, simply because the foremen set themselves such a high standard of responsibility; and, above all, they are given a good idea beforehand of what is required of them.

When a shorter course on the plant is subsequently given to their process workers the foremen are encouraged to sit in on it so that they know just how much information has been given to them. They are then in a sound position to give further and more detailed operational instructions to the men during their shop floor training.

Since a works can only function successfully if every group is interested in co-operating with the others, newly appointed foremen are sent round to the various departments, technical records, health physics, safety and so on, to see these units at work. In this way they find for themselves the answers to two key questions: How can these departments help me as a foreman on the plant? And what can I do as a foreman to help these departments do their jobs?

They are probably the same questions that supervisors are asking themselves in industry throughout the country. Whether or not they find the answers depends largely on whether management in general is interested in supplying them. At Springfields it obviously is.

There is a pile of paper work

in American industrial relations

but it gets impressive results

Equality, Fraternity—and a Wagonload of Science

By HENRY ALLEN

Industrial Relations Director of the Yale and Towne Manufacturing Co. British Division

IN the U.S.A. they insist on the term "industrial relations". And during a recent three-month visit that took in factories in New York, Philadelphia, Washington, Detroit, Chicago and other manufacturing centres, I rarely heard the words "personnel management".

I make the point because I think the distinction catches one of the differences between American and British practice. The term "management" is rejected in the States because the shop floor climate in that country does not encourage it as such. "Relations" catches the subtlety of sharing in a corporate whole where every man from machinist to president—and every woman (for the dilution of female labour is immense) from viewer to publicist—is contributing to a mutually rewarding end.

This texture of shop floor attitude is a major element in the shape and pattern of personnel work in America. The spirit of independence that exists—that acceptance of every man as being equal that really *is* stamped into the wax of artisan America—means that there is very little of the work which takes up the time of the personnel manager over here, namely, employee counselling. In my own work as an industrial relations manager (and, so far as I can judge, in that of my colleagues), the "ever open door" policy means a continuous stream of employees who come in for help and advice on all manner of problems—domestic upsets, house purchase, income tax, junior's career, and so forth.

Over in those comfortable, well lit, admirably heated offices in American plants, I got the same answer again and again when I asked about employee counselling:

"They don't want it. They think they can run their affairs without help. They have no sense of dependence".

Workpeople in the U.S.A. assume they are as good as the rest. They are easy and uninhibited in their relations with supervisors and management. They are extrovert and entirely free of that "agin the management" taint which, even after half-a-century, still runs in the grain of many of our own

workpeople. And they are critical of what goes forward concerning themselves.

From this stems a marked characteristic of current personnel work in the States: the elaboration of systems and procedures. There, such work is draped in enunciated procedures and is waist-deep in standardised methods for dealing with this and that. There is an enormous amount of paperwork and, although much of it is realistic, the overheads from all the forms, questionnaires, records and what not must be formidable.

Conversely, the approach has certain values. Personnel management is carried very intelligently and very fully into every matter that can concern an operator working in a production unit in whatever capacity. In the U.K. the approach is much more elastic and fluid sometimes to the extent of being sloppy. We talk of induction but relatively few plants in this country have really comprehensive induction schemes. Labour turnover has long been a subject for analysis but our methods of research are not nearly as penetrating as those which many American companies operate.

Comparisons in this context are probably odious but should not be shirked. The American attitude in personnel management is to ground all data on a basis of scientific collation. There are forms for most matters but of a quality that contrasts sharply with those used in British personnel departments. Underlying much of the American paperwork is that "democratic" spirit which functions in management as much as in shop floor circles and which implicitly accepts that employers and employees can speak as equals. To take a case in point: forms used to explore labour turnover problems assume (and my observations lead me to believe they get) frank and honest co-operation from employees.

One company with plants all over the U.S.A. sends a personnel letter to each leaver asking why he or she resigned **because it "is interested in knowing about any unfavourable conditions that might exist so they can be corrected".**

You may offer one criticism and, to the British way of thinking, you will be right. Such forms demand a degree of literacy that often in the U.K. does not exist. The short answer to that one is that the American shopfloor is more literate than the British (no one under 18 years may be employed in an American factory). It is a point nevertheless. All the spate of immaculate forms I have been writing about must break down some time against the rock of employee inability to play its part.

But the business of "bringing the employee into the act" is everywhere. To take another point. Check is made with former employers when applicants are being considered but this is only done with the full written permission of the applicants.

Criticise as one will, some of the transatlantic systems have a refreshing quality that blows a clean breeze through the air of industrial relations. Illustrated here, for example, is a "Personeering Form" in which humour, frankness and not a little shrewdness enter, though just how full and valuable a picture one gets of the individual in question is anybody's guess.

This "personeering", however, is very typical of the current trend in personnel management in the U.S.A. To a British member of the profession, it may appear too deliberate and too precious. The diagnostic attitude is carried out to the limit, but on paper it seems immensely impressive.

With this approach, it can well be imagined that selection tests provide the designers of personnel forms with a happy hunting ground. Each company over there goes briskly to work in its industrial relations department to frame and operate such test papers and managements foot the sizeable bill. Illustrated is part of a typical test which American workers do willingly. Apart from what personnel people may think of these tests, one wonders how British workers would react to them.

The variety of these selection tests is colossal and I can only refer to a fraction of their complexity and scope. They cover all jobs and levels of job, those for "group leader", as some supervisors are called (note again that equality, fraternity, touch) being among the most interesting. Supervisory training in the States is impressive and practice here is producing fine results. The methods of training are many and intelligent but here again there is much paperwork.

One question which looms large for personnel officers is how valuable is all this strict, analytic approach to matters concerning the very variable "human factor". I have asked myself this question again and again and have not been able to find a complete answer. American practice is definitely impressive. From what one might call the documentary angle, the field is splendidly covered and one cannot help admiring any approach which assumes that shopfloor people can and will co-operate fully in such work which is as scientifically developed and prepared as the sequences of the production line. American personnel practice is based on understanding co-operation; that seems to me an important and interesting point.

On the other hand, the practice is weighty with academics and undoubtedly costly. It is worth study, however, and the values we in the U.K. could garner from it will be analyzed next month.

PERSONEERING
Form PRC 20, Exercise I

PRC
PERSONEERING

Name Joseph Bloggs

Below you will find handwritten and typewritten lists. If the two corresponding items are exactly alike, put a check on the line at the right. If they are different, leave the line blank

SAMPLES:

1. John Redlyn Pritchard — John Redlyn Pritchard ✓
2. Wilson, James Co. — Wilson, James & Co. ____
3. 99463006 — 98463.006 ____

Read each of the following sentences and decide whether in most cases it is true for you, or untrue. If it is usually true for you, make a check in the brackets back of the "T" at the beginning of that line; if it is usually untrue for you, make a check in the brackets back of the "U" at the beginning of that line. Be sure to answer every question.

1. T( ) U( ) I am a day-dreamer.
2. T( ) U( ) Useless ideas keep running through my mind and bothering me.
3. T( ) U( ) There have been times when I have felt afraid of something I knew could not hurt me.
4. T( ) U( ) I get frequent attacks of asthma or hay fever.
5. T( ) U( ) Certain people have talked about me, yet I cannot prove it.
6. T( ) U( ) Occasionally I put off until tomorrow what I should do today.
7. T( ) U( ) I have ups and downs in mood without knowing why.
8. T( ) U( ) I smoke much more than I should. ____
9. T( ) U( ) I cry easily.
12. Order #456, 3 doz #45 — Order #456, 3 doz. #46 ____

'Throw Away the Book of Rules'

MORE letters about problem employees have arrived. An engineer from the north, Mr. Willis, writes:

"It is odd how frequently I hear about something which is new to me and then I meet it again almost at once. Recently I was attending a course of management studies in London and this very subject of problem people cropped up indirectly. We were discussing the need of being able to listen to other people and members agreed that this meant much more than the manager saying 'my door is always open'. He had to approach his staff and encourage them to talk. The lecturer laid stress on what he called the *therapeutic* value of listening to someone's moans. He said this enabled employees to get frustrations off their chests and so see their difficulties in a more rational light.

This idea struck me with great force. A lot of my time is spent in listening to my staff in this way and up to now I had always begrudged the time I had to give up to it. Now I see it is an integral and necessary part of my job as a manager.

So my advice to the two new works managers you mention in the April issue is to go on trying. They each have a problem employee and both feel they have made no progress towards improving the work of these men. The stores superintendent may be one of those people who needs to do things in the way he has always done them, or he feels 'lost'. The coming of a new works manager will have increased his fears and doubts. The manager should make up his mind and get the man to talk to him. When he has won his confidence he will be able to understand *why* this man will not change the layout of his stores to a more efficient system. If the manager perseveres the man may end by changing the system for himself".

I agree with what Mr. Willis says here. He has been following a course which seemed right to him and it always gives a big boost to our confidence in ourselves when we discover that our method has solid backing behind it.

Another reader says that the manager who is flexible in his approach to people, changing his methods to suit their needs, is not being inconsistent. "A manager", he says, "must be consistent in showing a genuine attitude of concern for the well-being of his staff; the way he gives expression to this concern in the everyday running of his department is bound to differ, just as each individual differs from everyone else".

I feel we have quite a topic for discussion here. A manager, it has been said, must not only *be* just, he must *appear* to be just. This thought has led many a manager to believe that everyone must be treated alike. Perhaps one way out of the apparent dilemma is for the manager to keep his employees fully informed on his intentions, his plans, his problems, and his hopes. If he consults them as much as possible about matters which concern their interests he will build an atmosphere of confidence in himself which gives him the necessary "working capital" to treat people according to their needs and not always according to the dictates of the book of rules. What do you think?

Speaking is Nine-tenths Silence

I said last month I would answer the letter of another reader who suggested that the most important committee skill needed by a manager was to be able to put a point effectively across to his fellow committee members. This is a vital subject to all of us. Most of us seem to feel at worst extremely nervous and at best completely inadequate when we are faced with the necessity of addressing an audience.

Often an audience of our colleagues is more terrifying than strangers. Nor does our performance do much to dispel our worst doubts. Our audience listens to our meanderings with commendable courtesy and patience, but the comments they make in private afterwards are much more caustic.

One industrial specialist tells how he sits on a committee composed of various specialists from his industry, which meets with a senior civil servant of the appropriate Government department, to discuss problems which concern both the Government and the industry. At one meeting he was briefed by his colleagues to put the case on a matter in his own special field at the next joint committee meeting. He insisted on planning his presentation beforehand and going through it aloud to his fellow committee members, so that they could approve it first. (Consequently his part of the agenda went smoothly on the day.)

He then sat and listened to his two colleagues putting forward their case for a change in the regulations on some other point. As he listened, he says his bewilderment grew. The Civil Servant, however, was obviously made of sterner stuff. When they had finished he said: "I understand what you want me to do, although it isn't exactly what you've said and I will see the regulations are changed accordingly"!

(*continued on page* 47)

People and problems differ, says a reader . . . consistency really means changing your tactics to be fair to each separate member of your staff

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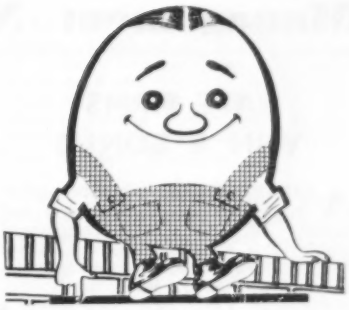
Safety Men Get Tidy-Minded

RoSPA conference enlists boardroom support for safety



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Tidiness on the factory floor, Dr. Garrett emphasised, was the result of careful planning by management—original works layout to promote a tidy attitude, good lighting and ventilation, wide gangways to give easy access, and suitable space for storage. Good housekeeping covered the laying of safe, durable floors that were easy to keep clean, and the taking of especial care to prevent corrosion of metal installations. The paint brush, he added, had three jobs to do: to simplify the operation and to encourage morale as well as to protect the surface.

Regular inspection was a vital part of the safety campaign, and it was top management's responsibility—not the safety officer's. There were two kinds of inspection. One aimed at maintaining the highest standard of safety; the other aimed at the minimum standard that was set by the Factories Acts. The second was worse than useless because it convinced employees that the management was insincere in its approach to safety, and was willing only to pay it lip service.

Thereby hangs a tale — RoSPA offers a prize for the best caption to this poster.

Laying the safety burden squarely on the boardroom doorstep is no new step for RoSPA to take. But this year they chose the direct approach—or rather the direct mail approach. Every delegate was given a letter written personally to managing directors by Bernard Inshaw, head of the society's industrial safety division. Each letter was in a plain envelope; all the delegate had to do was to address it to the chief of his concern and drop it in a box at the entrance to the conference hall. RoSPA paid the postage.

Head over Heels

A BEGGING letter, certainly, but begging for something more important than money—honest, wholehearted support for the safety campaign. That was the message of this, the first publicity shot fired for this year's seven-day battle against accidents. The 1958 National Industrial Safety Week (Monday, September 29—Saturday, October 4), will concentrate on accidents caused by persons falling, over 15 per cent of all reported accidents.

The campaign slogan is "Extra care stops falls", and the symbolic figure chosen to see that worker and management watch their steps is "Humpty Bumpty", who because of his highly developed safety consciousness, never has a fall, great or small.

The usual publicity aids are available from RoSPA (Service Dept., 52 Grosvenor Gardens, London, S.W.1.)—posters, streamers, leaflets, banners, serviettes, drip mats, cartoon blocks for house journals, letter stickers and a booklet illustrating the various hazards, called "Don't Fall for These". A fresh, competitive twist is afforded by a caption-this-poster contest. A £100 prize is ready for the man or woman who sends in the most appropriate caption.

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"How to move mountains without suffering a hernia" was the summing-up of the conference chairman when he introduced him, but Mr. Hickling soon put us right. He was more interested in taking the backache out of industry. A hernia could be surgically treated, but a back injury was difficult to diagnose and even more difficult to treat, despite the old wives' remedy of "twelve drops of turpentine on a lump of sugar". It was also, he added, the easiest complaint to simulate.

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(*continued on page* 47)

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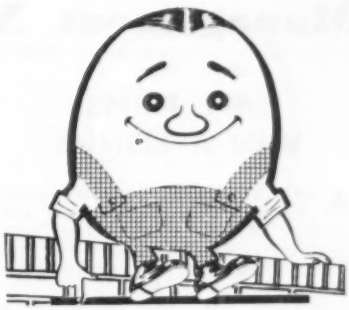

Safety Men Get Tidy-Minded

RoSPA conference enlists boardroom support for safety

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(*continued on page* 47)

Management News and Ideas

SAFE FIRMS WIN A BONUS

A COMBINED effort to make industrial safety worth the time and money of the least enlightened employer is announced by the British Safety Council who, with the co-operation of Messrs. J. Ransome Bentley (Insurance) Ltd., have negotiated a Special Employers Liability Policy which gives preferential rates to the safety-wise.

Associate members of the British Safety Council, who take out this special policy will have free use of an accident prevention service. Experienced surveyors will inspect the premises to discover ways of removing the causes of accidents.

Policy holders will also be entitled to free legal representation in court for any alleged breach of the Factories Act arising from any accident or occupational disease which may be the subject of a claim under the policy. In the same way free legal representation will be provided at a Coroner's Court or Fatal Enquiry.

The British Insurance Association have been advised that the same facilities will be granted to other insurance firms offering benefits to cut the country's accident rate.

Black-edged *in memoriam* cards with the inscription, "Reserved for the British worker who will be killed by an industrial accident today", were sent out in hundreds recently by the Council. To impress the significance of accident figures upon the public conscience, one card was sent daily to every Member of Parliament and certain local government heads, for a whole week.

On the seventh day an "at a glance" synopsis of the work, home and road casualty figures was sent out, accompanied by a letter from Mr. James Tye, administrative director of the Council. During that week, the letter stated, "about 300 people throughout Great Britain lost their lives quite literally—*by accident*".

Tests on the House

IF a firm stipulates an examination of a job applicant's eyes as one of its conditions of employment, the firm will have to pay the cost; it cannot be charged up to the NHS. This point is raised in *The Executive Council* (monthly journal of the Society of Clerks of National Health Service Executive Councils), reporting a case where York Ophthalmic Services Committee received a request from a practitioner for permission to examine a boy who was starting employment with British Railways, and who had recently been supplied with glasses through the Hospital Eye Service.

In another case, however, the Committee agreed that the NHS should pay the sight test fee of an applicant who was required to have proper vision for his job, but who needed glasses to reach that standard. The firm argued that it was his responsibility and not theirs. They did not ask for a special examination and report on a candidate's sight other than that made by their own medical officer.

Town Rewards Firm

THE Britton Cup, a trophy awarded annually by the Bognor Regis Hotel and Restaurant Association to "the one who has done most for the town during the past twelve months", has been won this year by Mr. C. R. Purley, chairman of Lec Refrigeration Ltd. The trophy, which in a sense is a tribute to Bognor Regis industry generally, was received by Mr. Purley on behalf of the management and employees of the company.

Picking Their Brains

SIMPLY terrible—or terribly simple. The first, perhaps, is the present production method used in a factory; the other could be a worker's suggestion to improve it, says a new booklet issued by Guildford and District Productivity Association.

Called "Ideas at Work", the booklet is a useful collection of suggestions on suggestion schemes. It is the first publication on the subject to be produced by any of the 101 associations affiliated to the British Productivity Council, and it culminates the association's past eighteen-month drive to popularise suggestion schemes in the area.

Copies, costing 2s. 6d. each, can be had from the association at 14 Vicarage Gate, Onslow Village, Guildford.

Share in Efficiency

THE theory that, where greater productivity was concerned, it was a case of enlightened employers trying to convince the trade unions, was criticised recently by Mr. Patrick Fisher, member of the TUC production department, when he addressed Leicester Productivity Committee. The unions, he said, might oppose some of the new techniques, but they realised that it was the more efficient firm that paid the best wages and looked after its employees.

'Money Talks Loudest'

IF it's a choice between protective clothing and "danger money", many a worker will choose the money, Mr. R. K. Christy, superintending inspector of factories (Scotland), told an industrial health and safety conference in Glasgow, recently. Although some progress had been made in persuading workers to wear safety footwear and, to a lesser degree, goggles, the major problem was still to secure maximum co-operation from workers in the proper use of protective clothing.

Compulsion offered few results, and it might be more profitable to concentrate on training the youngsters entering industry. There was always the threat, however, that older workers would undo all the training by their refusal to co-operate and by ridicule.

The conference was organised by the Industrial Welfare Society.

FAR-SIGHTED

Mr. R. A. Banks, personnel director of Imperial Chemical Industries, gazes with justifiable pride at the safety trophy which his company won recently, for its "far-sighted safety policy . . . . and the altruistic and generous way its knowledge has been made available to industry throughout the world". The Sir George Earle Trophy is presented by RoSPA each year at its National Industrial Safety Conference. Conference report on page 23.

Selling ideas . . . office

efficiency . . . shift

working . . . careers

. . . costmanship . . .

P.M. Names & Notes

U.S. OFFICE EFFICIENCY experts Edward J. Gauthier and Dr. O. Richard Wessels, will run a four-day seminar this month for the Office Management Association, in co-operation with the EPA. Included are discussions on office organisation, salary administration, training, use of space, working conditions and equipment trends. Details from J. L. Cousins, OMA, 58 Victoria Street, S.W.1.

* * *

PERSONNEL OFFICER of John Player & Sons, Nottingham, Miss Christine Lovett, aged 27, has won this year's Nottingham Roosevelt Memorial travelling scholarship. She will spend three to six months in the United States later this year.

* * *

I NAME THIS BRAINCHILD — Walter Wilcock, a toolsetter at ICI's pottery factory at Stourport, Worcs., has won £750 (largest award yet) in the firm's suggestion scheme. His idea, a cleaning process for insulator tubing, has been adopted and christened "The Wilcock Blower."

* * *

SECURE FOUNDATION — The Spirella Company of Great Britain Ltd. have issued a booklet setting out the made-to-measure careers opportunities for young people in its organisation. Called "There's a place for you", the booklet is illustrated with aspects of company work, lists welfare and training facilities, and features the personnel manager, Mr. E. J. Bence, with the invitation, "why not come to see me?".

* * *

SHIFT-SHY SHOPPERS — The biggest problem associated with three-shift working is getting people to try it, declared Mr. F. I. Tuckwell, Dunlop's chief personnel officer, at the recent British Productivity Conference. He advocated the American method of attuning shopping and amusement facilities to shiftworkers' requirements.

* * *

NEW EDITION of the MoL Directory of Employers' Associations, Trade Unions, Joint Organisations, etc. (H.M.S.O. 8s.), indexes the three sections, and groups organisations according to industries in which they function.

* * *

SUPERVISORS CUT COSTS — The London and Home Counties Region of the Institute of Industrial Supervisors is holding a one-day conference on "Methods improvement and cost reduction—the supervisor's part" in London on June 14. Conference fee: 10s. 6d. (members), 15s. 6d. (non-members). Details from J. Shepherd, 18 Bentham Avenue, Sheerwater, Woking, Surrey.

* * *

MATERIALS HANDLING specialist, Dr. Douglas Woodley, principal of the College of Production Technology, is on a three-week lecture tour of the U.S.A. Next month "Mr. Materials Handling" of America, Irving M. Footlick, will visit this country for four two-day conferences on the subject, sponsored by the College.

* * *

SALES APPEAL — Money doesn't mean everything to a salesman, says a Surrey travel agency in a circular letter to major companies throughout Britain. A recent survey showed that only three out of 10 firms used cash prizes in their internal sales contests, and the agency —Wenger Airtours Ltd., 2 Park Terrace, Worcester Park—offers to co-operate by providing such tempting awards as a fortnight for two in the Austrian Tyrol or 15 days on the Italian Riviera. How's that for salesmanship?

APPOINTMENTS

The Editor will be glad to publish news of any appointments, retirements, etc., in personnel and allied fields. Please send details.

The Hon. Richard Wood, recently appointed parliamentary secretary to the Ministry of Labour and National Service (in succession to **Mr. Robert Carr**), has appointed **Mr. K. R. Cooper** to be his private secretary.

* * *

The Chancellor of the Exchequer has appointed **Mr. J. C. Lang,** O.B.E., to be chairman of the Scottish Board for Industry. Mr. Lang, who is divisional officer of the Iron and Steel Trades Confederation, and a member of the General Council, Scottish TUC, has been a member of the Board since 1948.

* * *

Mr. H. C. Johnson, O.B.E., general manager, Eastern Region, British Railways, has been appointed a member of the British Railways Productivity Council. He succeeds the late **Mr. C. K. Bird,** C.B.E., former general manager of the region.

After 25 years' missionary work in Africa, during which she has learned to speak four African languages, Welsh-born **Mrs. May Lougher** has been appointed welfare officer for the women's centres in the Mine African Township of Mufulira Copper Mines Ltd., Northern Rhodesia.

* * *

Two new directors have been appointed by Aldridge Plastics Ltd., a subsidiary of Siemens Edison Swan Ltd. They are: **Mr. A. E. Curtis,** works manager (left), and **Mr. N. C. Hodson,**

London sales manager. Mr. Curtis joined the company in 1955 after being commercial manager at Moulded Products Ltd. Mr. Hodson joined in May, 1957, when he opened the firm's London sales office. Before this he was a director of Verity's Ltd.

ELECTIONS

The Council of the British Institute of Management has elected the **Earl of Verulam** as chairman designate. At the Institute's annual general meeting next month Lord Verulam, who is chairman of Enfield Rolling Mills Ltd., will succeed **Mr. Harold Wilmot,** C.B.E., chairman and managing director of Beyer, Peacock and Co. Ltd., who will retire after two years of office.

* * *

Mr. John Marsh, director of the Industrial Welfare Society, has been elected chairman of the British National Conference on Social Work, succeeding **Professor Alan Moncrieff,** C.B.E. Mr. Marsh will hold this post until the conclusion of the next triennial conference which will be held in Bristol in April, 1960, with the theme: the relation of social work in the community to the life of industry. The Conference was established ten years ago to provide a national forum for the study of social problems in the United Kingdom.

* * *

Mr. Leonard A. Walden, last year's president of the National Federation of Building Trades Employers, has been elected chairman of the National Joint Council for the Building Industry. He succeeds **Mr. Stephen Hudson,** C.B.E., who has retired after three years in office. Re-elected vice-chairman of the Council is **Mr. J. H. Mills,** president of the National Federation of Building Trades Operatives.

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DANGER – Inner Men at Work

By Dr. MAGNUS PYKE, B.Sc., Ph.D., F.R.I.C., F.R.S.E.

A good, square meal needs a liberal helping of biochemistry and a dash of social science to taste. In his first article the author shows how planning their diet for the jobs they do helps to keep your employees healthy, happy and efficient.

The last thing Dr. Magnus Pyke wants to do is to blind anyone with science. Author of Nothing Like Science, *published last year by John Murray, 16s., he is convinced that a lot of today's scientific research is blinkered by small issues and misses the larger reason why. During the war he worked with Sir Jack Drummond in the Scientific Adviser's Division of the Ministry of Food. He was Nutrition Adviser to the Allied Commission for Austria from 1945-6, and returned to the Ministry of Food until 1948. A practising scientist, he is now manager of a large research establishment in Scotland.*

THERE is a moral for those anxious to apply the principles of scientific nutrition to canteen catering in the story of the man recently appointed as secretary to the golf club. His job was in every way a satisfactory one: the salary was generous, the accommodation lavish, the staff first-rate, the system of operation well designed for its purpose. "Only one thing is wrong", he complained, "I can't stand the *members!*"

Feeding in industry and the problems of industrial canteens cannot be considered separately from the more general subject of human nutrition as a whole. One of the mistakes of the Industrial Revolution has been that the workers in a factory or the miners in a pit have in the past been thought of as if, once they were at work in the large numbers necessitated by modern industrial life, they had become a special species of being, different from an ordinary person.

Even today "factory meals", "the works canteen" or "the mid-shift snack" are sometimes studied as problems on their own and not, as they must be, as part of the diet of men and women who happen to spend some of their day at a particular job. In a moment we shall, perforce, be discussing the scientific aspects of nutrition as

Summary of dietary allowances as recommended by the B.M.A. Committee on Nutrition, 1950

Age and sex	Requirement class	Calories daily	Protein g. daily	Iron mg. daily	Calcium g. daily	Vitamin A and carotene i.u. daily	Vitamin D i.u. daily	Thiamine mg. daily	Niacin mg. daily	Riboflavin mg. daily	Vitamin C mg. daily	Iodine ug. daily
Boys 15-19		3,500	130	15.0	1.4	5,000	400	1.4	14	2.1	30	150
Girls 15-19		2,500	93	15.0	1.1	5,000	400	1.0	10	1.5	30	150
Men	Sedentary	2,250	66	12.0	0.8	5,000	—	0.9	9	1.4	20	100
	Light work	2,750	80	12.0	0.8	5,000	—	1.1	11	1.6	20	100
	Medium work	3,000	87	12.0	0.8	5,000	—	1.2	12	1.8	20	100
	Heavy work	3,500	102	12.0	0.8	5,000	—	1.4	14	2.1	20	100
	Very heavy work	4,250	124	12.0	0.8	5,000	—	1.7	17	2.6	20	100
	Extremely heavy work	5,000	146	12.0	0.8	5,000	—	2.0	20	3.0	20	100
Women	Sedentary	2,000	58	12.0	0.8	5,000	—	0.8	8	1.2	20	100
	Light work	2,250	66	12.0	0.8	5,000	—	0.9	9	1.4	20	100
	Medium work	2,500	73	12.0	0.8	5,000	—	1.0	10	1.5	20	100
	Heavy work	3,000	87	12.0	0.8	5,000	—	1.2	12	1.8	20	100
	Very heavy work	3,750	109	12.0	0.8	5,000	—	1.5	15	2.2	20	100

they affect the industrial worker, **but before we do so we must take, as the first principle of successful catering, the fact that workpeople in factories, whose nutrition we are proposing to consider, are first of all people.**

These are "the members" of our "golf club". It is painfully easy to find oneself thinking of two dozen of one's fellow-creatures as 23 "joints" or a "fish pie".

Industrial nutrition is concerned with the feeding of people. If, then, the first principle of the successful application of scientific nutrition is to remember that the subject applies to *people*, the second principle is that nutrition depends on *food*. An infinite variety of diets, composed of a multitude of types of foods cooked in many different ways are to be found among the peoples of the world. Some of these diets are nutritionally adequate for health, and some of them are not. "A little of what you fancy does you good" may sometimes be true, but it very often is not. Some of the men and women who filed into the Armed Forces in the nineteen-forties could claim to possess perfect nutrition, but very many of them could not. Today those same men and women, and others like them in factories, mines, docks and workshops, still show signs of a nutritional status capable of improvement. And, furthermore, they are each day in need of a diet sufficient to enable them effectively to meet the demands of their day's work. An appreciation of the principles of nutrition and an understanding of how such principles can be applied under industrial conditions can alone enable this need surely to be fulfilled.

Human nutrition can reasonably be considered as a branch of applied physiology. As such, it is a science that takes no account of the subjective feelings of the people being fed. While it is true that "man does not live by bread alone", it is equally true that the nutritional well-being of the animal species *Homo sapiens* is as little affected by his likes and dislikes as are the nutritional requirements of experimental rats confined in a laboratory. From the rigid standpoint of animal physiology, therefore, the average nutritional requirements of groups of people are fixed, and are based on such measurable characteristics as sex, age, height, weight, degree of activity, rate of growth and sexual maturity. Furthermore, when average groups are considered, there are no exceptions to the laws of physiology. *The nutritional needs of similar individuals are the same wherever in the globe they happen to live and whatever type of diet they may happen to be accustomed to eat.*

The fundamental feature of a planned diet must be that it shall make provision for there being enough to eat —that is to say, for an adequate supply of calories. The second feature is that the foods providing the calories shall be selected so that a practical meal can be constructed from them. For example, in times of difficulty an Irish peasant can subsist almost entirely on potatoes. Since an ounce of potato provides 25 calories, it is necessary for a moderately active man, whose total needs are, say, 3,000 calories a day, to eat 120 oz. of potatoes in a day, or, say, 2½ lb. at each of three successive meals. This is inconvenient, to say the least, for an industrial worker. The second aspect of the planned diet, therefore, so far as calories are concerned, is the recognition of the differing energy value in fats, sugar, cereals, meat and other food commodities.

The analogy between the animal body and a mechanical engine cannot be taken too far. Although the production of mechanical energy is a primary function of food, it is not the only function. The components of muscular tissue, of bones, of teeth and of blood must all be derived from food. The nutrients serving these purposes are, first, proteins and their components, to be found in animal foods such as milk, meat, fish and eggs and, though often in less favourable proportions, in cereals and other vegetable foods. Mineral elements, notably calcium, iron, phosphorus and many others, from which such special structures as bones, teeth and blood-cells are built up, must also be derived from the foods comprising the diet.

Finally there are a number of complex enzymes needed by the body to maintain in action the slow-combustion processes of life. Many of these enzymes can be built up by the body from the basic chemical elements of which foods are composed, but, on the other hand, certain of them cannot be elaborated unless important sections are available "prefabricated" in one or other of the foods comprising the diet. These pre-fabricated sections are the *vitamins*.

The diet of a man must therefore provide sufficient energy for life and work, and it must also supply nutrients such as protein, fat, calcium and iron, from which the body-structure is composed. Finally, it must supply the quantitative needs of a series of vitamins and other accessory food factors.

The most direct way in which industrial work affects the nutritional requirements of the worker is through its calls on the body for physical energy, and hence its demand on the diet for calories. This is an important practical matter which has not been adequately studied under practical conditions. The scientific literature contains a considerable amount of information about the energy requirements of work. Much of this is, however, academic and out of date, and hence of limited value to those who have practical tasks of feeding actual workers. For example, it is traditional in the scientific text-books to mention, as an example of an industrial occupation, the energy requirements of a stonemason chiselling a tombstone.

Knowledge of the physical demands of the work carried out in a factory is important for the intelligent designing of the diets of the workers. For example, in one plant "heavy press operation" may be a man's job calling for strenuous physical work whereas elsewhere a task with the same name may be done almost entirely with automatic mechanical equipment, perhaps by a young girl pressing a button. The significance of the increase in "automation" on the most appropriate type of meal for people running a plant is easily apparent.

The basic requirement of a good diet is that it should provide the amounts of nutrients shown in Table 1. These nutrients, however, must be supplied as food, and the food must be provided as meals. The appropriate number of meals for an individual doing a particular job is a matter of considerable nutritional interest. It is also a subject upon which finality has not been reached.

Part of the uncertainty on the subject arises from confused thinking and a lack of accurate observations. For example, it is often assumed that people usually eat three meals a day. This, however, is very rarely so. If a meal is defined in nutritional terms it has to be described in some such words as: "a meal is any occasion during which food providing at least 200 calories is consumed at one sitting".

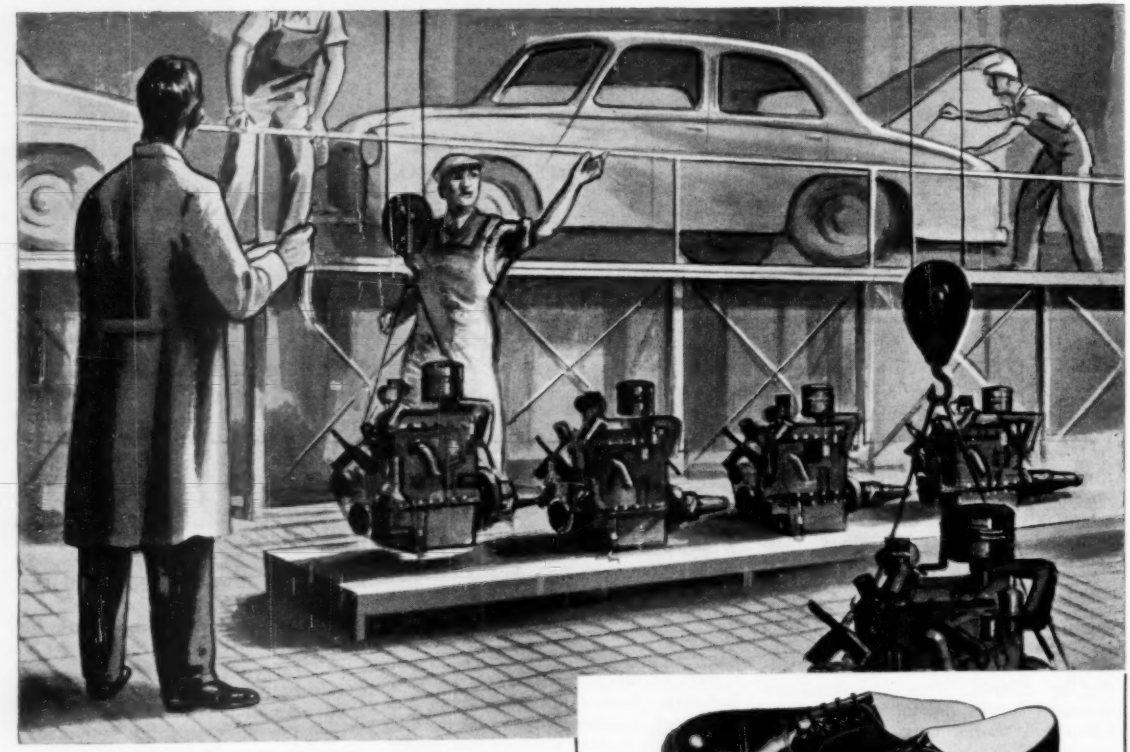
When this type of definition is applied, we find that some of the working people in Britain and elsewhere eat four meals a day, most of them eat five, and those who have breakfast, a midshift snack, dinner, another snack tea and supper, eat six meals a day. **The choice of a dietary pattern appropriate to the type of job a worker is doing always affects his or her contentment and well-being. It may be also important for the maintenance of health, and will certainly affect the efficiency with which the work is done.**

Nutrition is a quantitative science. It is not enough to say that there must be protein, minerals and this or that vitamin in the dish; there must be the right amounts. Furthermore, although a diet composed of black bread and cabbage, in which all the necessary nutrients are represented, may be nutritionally adequate, it does not conform to the dietary pattern to which many industrial workers are accustomed, and if they were given the opportunity to choose, they would not choose to eat it.

Nutrition is a science, to be sure; but industrial nutrition, in the sense in which the term is used here, is more than a branch of applied biochemistry: it is a social science. Those who are responsible for industrial health must therefore know more than the principles of nutrition. They must be prepared to deal with the situation in which a works canteen is provided but the workers do not choose to eat their dinner there, be its nutritional excellence ever so great. And the reasons which impel a man to avoid the canteen in his factory may be infinitely diverse. He may not wish to pay the price; he may wish to gamble during the dinner hour; he may prefer to go home; he may be doing the shopping for his wife; he may not like the noise of the wireless; he may want to walk in the park and smell the flowers; or he may not like the food.

Whatever his reason may be, whether it is financial, æsthetic, social, political or dietetic, if by refusing the meal his daily diet becomes nutritionally insufficient for his needs, then his efficiency as a worker will suffer. I propose to discuss the nutritional needs of different types of work in a later article.

DANGER IN THE WORKS



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'Reasonably Incidental to his Work'

Common law plus statute provide workpeople with comprehensive cover in safety matters, generally at the employer's expense. The moral is—take no chances.

THE third and last of these articles on the employer's liability to his workpeople is concerned with the common law duty to take reasonable care to provide safe premises and plant. Much of the ground covered by this common law duty is also covered now by Safety Legislation collected together in the Factories Act with which most firms are familiar these days.

Nonetheless, the old common law rules are still in force and all employers are bound to comply with them. The two systems of law—common law and statute—exist side by side. Common law imposes general level of liability on all employers in all cases, while the statutes impose specific liabilities in some cases leaving other cases unaffected.

To take an example: if an employer wants to know whether he should fence a particular machine and, if so, to what extent, there are three possible answers.

First, the statutes contain no provision in which case he must be guided by, and comply with, the common law. He must judge for himself what he thinks is reasonable having regard to safety of the operator, his skill, the nature of the work and any other factors which may be relevant, but remembering that the final judge is an impartial lawyer and not an employer like himself.

Second, if the statutes do contain provision, an employer must look at this provision and compare it with his duty under the common law. If, as it usually will be, it is a heavier duty, then the common law liability is covered by obeying the statute.

Third, it is possible that the statute imposes only a slight burden on the employer and that he is required to do more under common law—i.e. the safety measure under the statute would not even be "reasonable" safety measures within the meaning of common law. In this case the employer must not only comply with the statute (he can never avoid this), but should also take such safety measures as would be regarded as "reasonable" under common law.

This leaves a great deal to the judgment of each individual employer but it is far better to do this than attempt to codify every possible case, since some must either be left out or there is an omnibus provision covering all situations not specifically mentioned which will require the exercise of judgment in the same way.

The obligation to provide safe premises is owed by the employer to his workmen so long as they are in his employment. It does not extend to anything which may occur outside working hours, though this must not be construed to mean that it covers an employee only while he or she is actually working.

Points of Law—10
PERSONNEL MANAGERS' CASEBOOK

The duty does in fact extend to cover anything done by an employee *which is reasonably incidental to his or her work*. It has not been specifically decided whether it will cover a man during meal-times, but it has been held that it covered a woman who left her work to get a glass of water.

The case in question is *Davidson v Handley Page Ltd.* which was reported in 1945. It is particularly interesting for the way in which the Court of Appeal treated the question of what constitutes a reasonable precaution to ensure safety.

Davidson was employed by Handley Page Ltd. in a workshop where there were a number of vats containing suds which were used for oiling and cooling lathes in another part of the workshop. Workmen came to fetch these suds as required, dipped what they needed out of the vats with buckets and in the process would spill some of the suds on the floor surrounding the vats. To counteract the hazard here, a smooth wooden duckboard was provided for this floor area and, as an extra precaution, from time to time sawdust was thrown over the duckboard.

In the vicinity of the vats was a cold water tap and Davidson left the job she was doing and went to the tap for a drink. She stepped on the duckboard, slipped, and injured herself. There was no sawdust on it at the time and it was in a dangerous condition.

She brought an action against her employers alleging that her injury was due to their negligence in failing to make the duckboard safe. The employers argued that her injury was not in the course of her work and that they were therefore not liable. The County Court judge upheld this defence and Davidson appealed to the Court of Appeal which ruled that quenching the thirst *is* incidental to employment and that as a result the employers *were* liable. (One wonders how far drinks at an expense account lunch would come under this ruling.)

The Court of Appeal contrasted this case with an act which would not be incidental to employment, like going to a tap for the purpose of washing stockings. On the question of reasonableness, it was argued that it was not reasonable to expect the employers to put sawdust on the duckboard after every occasion that suds were spilled on it, but Lord Justice Moran (as he then was) said that if the employers chose to provide a dangerous smooth board, they must take precautions to make it safe and that it was quite open to them to provide some other form of step, such as a metal grating, which would not demand such elaborate precautions.

The question of what is, or is not, reasonable is always difficult. If in doubt, the best advice is—always err on the side of the workpeople.

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NEW BOOKS ★ NEW FILMS

Does Automation Favour College Men?

Toward The Automatic Factory. Charles R. Walker. *Oxford University Press. 30s.*

THIS book is a study of the effects of introducing semi-automatic machinery into an American steel mill and of the attitudes of the workers over a period of years, and of how they adjusted themselves to the new conditions. But though the facts have to do with a company in America, The United States Steel Corporation, the lesson is valid for companies anywhere in the world—even after allowance is made for differences of temperament and race.

In January, 1949, the U.S. Steel Corporation opened the first continuous seamless pipe mill in the United States at its Lorain (Ohio) Works. This pushed the mechanical process of pipe making a long way towards the automatic and improved the quality of the product. It made possible increased production with fewer people and improved working conditions. It decreased the need for muscle and increased the demand for mental skills. And though, in the short-term, it increased the likelihood of unemployment, in the long-term it improved the potential for employment.

So far, so good. What makes this book different is that it analyses in detail the social and psychological effects of technological change on workers and work teams in a particular factory. In other words, it is a case history *par excellence* which every personnel manager will benefit from reading.

There is not the space here to give more than the author's main conclusions. First, however, it was clear that the advent of the new process neither destroyed nor weakened the primary work group; as social units within a larger mill society they remained cohesive and strong. Second, the most striking evidence on the part of the workers to become integrated into a work community was their continuing eagerness to share in the solution of production problems. Third, the question of education and promotion. The workers believed that there was an all but impassable educational barrier once the new plant had been set up. More and more, they thought, the mill man with his practical skill and experience would be unable to rise as in the past. The future belonged to the "college boys, the slipstick men, the engineers".

It is a point worth bearing in mind by firms over here which are going over to automatic production processes.

Laws of Business

The Legal Aspects of Business. By H. R. Light. *Pitman, 30s.*

THIS book is a bargain at the price, for in clear, readable language—so far, that is, as any language citing legal texts can be readable—the author covers a very wide and pertinent field. Part I gives a general conception of the English legal system, and Part II covers the principles of law underlying day-to-day commercial life. For personnel officers, of particular value are the chapters on Statutory Control of Employment, on Contracts and on Negligence. The whole is liberally interspersed with descriptions of actual cases.

Our Working Past

Man In Employment. Alfred B. Badger. *Arthur Badger Ltd. 25s.*

THIS volume covers in a very well-documented way that which its title suggests. It records the milestones in the story of industrial relations in Britain — trade unionism, arbitration, restrictive practices, strikes, the determination of wages and salaries, joint consultation and so forth — but to this is harnessed much expert opinion and comment. Dr. Badger's viewpoint, however, is objective and authoritative; there is no question of partisanship. In other words, this is one of those books which, properly digested, could make any personnel officer seem very well read indeed. There are a few others — but not many.

The Young at Work

Modern Apprenticeship. By A. G. Beverstock, Ph.D., M.A., B.Sc., A.M.I.E.E. *Classic Publications Ltd. 10s. 6d.*

PUBLISHED at a time when industry, the teaching profession and the Government are busily searching for a training panacea for the hordes of school-leavers soon to be paraded in the labour market, this book, by the education and training officer of the Southern Electricity Board, should find a welcome in the office of every training and personnel officer in the country. It is a complete guide to the major kinds of apprenticeship offered for craft, trade or profession.

Besides a consideration of each type of training scheme (which, it is worth noting, includes group apprenticeship schemes and apprentice training for girls) the author offers advice on selection, reception and induction of the new apprentice, with some useful hints on the legal aspects of the indenture.

It will serve as a valuable textbook from the day the apprentice enters the company to the day he sits his final examination, whilst a further chapter is devoted to the problems of National Service—a subject which offers training officers a good many more grumbles between now and 1960.

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Films for the Office

"METHOD Study in the Office", a 23-minute film for the British Productivity Council, demonstrates by means of case histories from large and small firms how greater efficiency and higher output can be achieved in the office.

Office methods and procedures are the subject of a number of other films which are available on free loan from the Central Film Library. The application of the punch-card system is dealt with in two films sponsored by Power-Samas Ltd. "The Elements of Punch Card Accounting" shows how the machines can be applied, in various types of organisations, to all classes of accounting and statistical work, including production control, banking and sales analysis. "Sales Ledgers" demonstrates the use of punch-cards in connection with invoices, sales ledgers, statements of account and sales control accounts.

The use and maintenance of typewriters is the subject of three films sponsored by the Imperial Typewriter Company. "At Your Fingertips" gives a step-by-step demonstration of the methods and processes of key-board mastery, while the subjects covered in "Keys to Efficiency" include speed development; tabulating; and making corrections. "Care for Q W E R T Y" is an instructional film on the care and maintenance of typewriters.

Full details of these films and others dealing with office work are given in the current "Films for Industry" catalogue and supplement which are available, price 2s. post free, from the Central Film Library, Bromyard Avenue, Acton, London, W.3, or from the C.F.L.'s branch libraries in Wales and Scotland.

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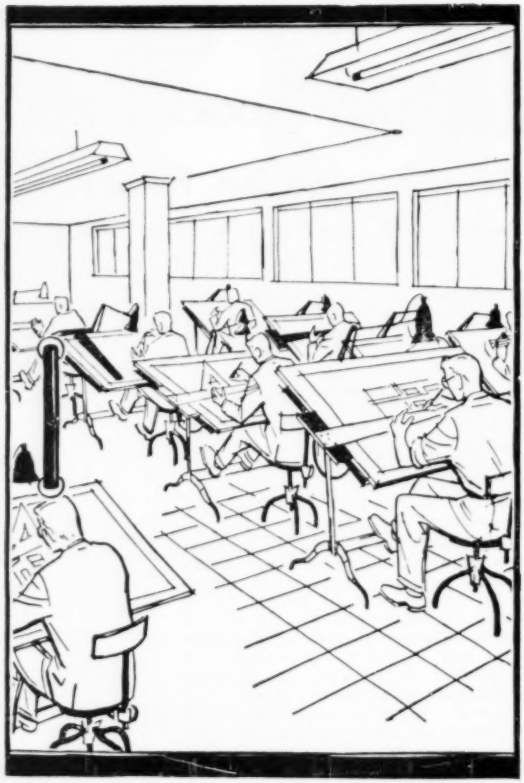

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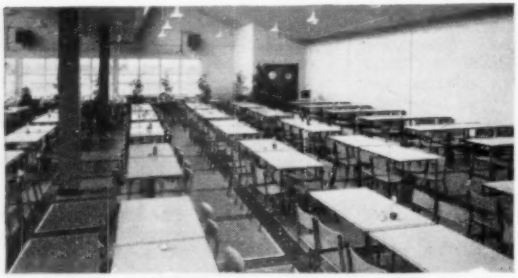

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What's going on in

CATERING TODAY

AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

Invest in these Frozen Assets

By LESLIE BANHAM

FROM the days when even a ha'penny cornet was a bit of a luxury, ice-cream has made sensational strides in the eating habits of the British people. Few people today are not ice-cream conscious in some way, and in a large number of company canteens it appears on the daily menu the whole year round. The enterprising catering manager knows and makes full use of the many different ways in which it can be served to add distinction and variety to a meal.

Because of this, I am often surprised when managers of smaller canteens express doubts as to whether it can really prove profitable to put ice-cream on their menu. Only the slightest ingenuity is needed to make it an added feature of interest for canteen customers, and consequently an immediate new scource of revenue.

Some of the bigger ice-cream producers will provide an ice-cream cabinet free of charge for large works canteens where the main meals served are in the region of 1,000 a week, while smaller canteens can rent a suitably sized one on reasonable terms. Management of a smaller firm might prefer to buy a cabinet on their own account, in which case an added percentage on sales is usually granted.

The larger and better known ice-cream firms also provide specialities to order, such as ice-cream gâteaux. Novelties like these provide an excellent sweet for the senior executives' dining room, or for those occasions when V.I.P.s are visiting the firm.

Ice-cream served by itself will give a minimum of 25 per cent profit. When accompanied by fruit or suitable sauce, or as part of a made-up dish, it peps up your menu—and your profit margin.

Buying points to watch: **supply**—buy from a manufacturer who can guarantee regular supplies even during those periods when seasonal demand is heaviest; **quality**—order from a maker of repute. The local health authority takes periodical samples of the ice-cream sold in your area, so you should take their rating into account.

As regards packaging, it is better from the service and economy viewpoints to sell pre-packed ice-cream rather than serve it from gallon tins, using ice-cream portioners. The No. 20 size portioners are intended to give 20 portions to one quart of ice-cream, but in actual practice, mainly because of individual handling techniques, you may find that your gallon only gives you 60 portions instead of 80. Add to this loss the difference in serving time, and the possible loss of purity because of careless serving and the comparison between methods becomes decidedly odious.

Cool for Keeps

IF you decide to make ice-cream a regular feature of your canteen menu your immediate need is an ice-cream cabinet, or (to use the more technical term which seems to be gaining popularity) an ice-cream conservator.

People who try to make extra use of the refrigerator they already have, always find that the ice-cream melts before they can serve it, unless they keep it in the deep-freeze compartment which is usually too small for the amount they want to store. The difference between a refrigerator and a conservator is that the latter is colder. Refrigerators operate between 38 and 44 degrees F.; conservators operate between 0 and 5 degrees F. Consequently ice-cream keeps indefinitely in a conservator.

Even in the smallest canteen it would not be advisable to have one with a working capacity of less than eight cubic feet. Usually they are available in sizes and shapes which can be easily and conveniently incorporated into the service counter. A capacity of eight cu. ft. will accommodate some forty gallons of packaged ice-cream. And you can also use it to store packs of frozen foods.

When ordering a conservator, consider these five points:—

Can it be fitted with a locking device?

Is there a warning device to indicate power failure?

Is the conservator fitted with castors?

Are the corners rounded for easy cleaning?

What arrangements are offered for servicing?

Used intelligently a conservator will soon repay initial expenditure. Like all other canteen equipment it should not be used for any purpose other than the one for which it was designed. It is a cardinal error to store anything in it other than packaged frozen foods or ice-cream.

If you want to chill some bottles of cordial or beer, do it anywhere but the ice-cream conservator. When bottles are put into the cabinet the temperature goes up with disastrous effects on the rest of the contents.

★

Stainless Style

IN this age of scientific marvels it is high time someone invented a pilfer-proof knife, fork and spoon. Customers always consider it an insult to chain the teaspoon to the counter, and I suppose it is. But many canteen managers would be saved a great deal of trouble if they could only inculcate a sense of honesty in the small minority of their customers who seem to regard cutlery as attractive spoils for their nimble fingers. Some people are discouraged by finding the company's name stamped on the handles, but there is still the dining room "Raffles" to contend with—the person who acquires ashtrays from public houses and towels from hotels, and to whom the company's name merely adds to the cutlery's souvenir value.

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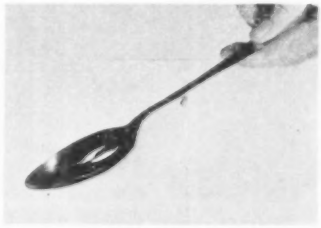
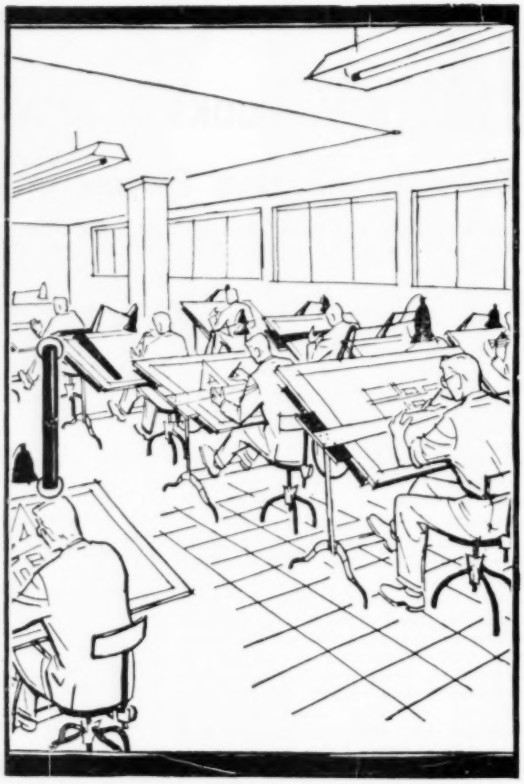
(continued on page 46)



SPOON WITH A SECRET — The dish won't run away with this Panda serving spoon ('Ataka' Products Ltd., Ruislip). The small hook on the handle prevents it falling into the bowl or saucepan. Priced 3s. 9d., it does away with messy fingers and, say the makers, the handle stays cool.

The layout of your canteen will be planned behind this door



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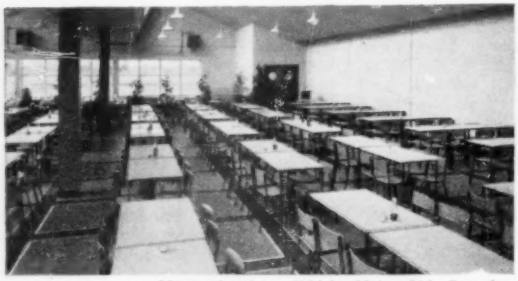
An enquiry costs absolutely nothing. Our technical representative in your area will be pleased to give you the benefit of his experience.



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What's going on in

CATERING TODAY

AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

Invest in these Frozen Assets

By LESLIE BANHAM

FROM the days when even a ha'penny cornet was a bit of a luxury, ice-cream has made sensational strides in the eating habits of the British people. Few people today are not ice-cream conscious in some way, and in a large number of company canteens it appears on the daily menu the whole year round. The enterprising catering manager knows and makes full use of the many different ways in which it can be served to add distinction and variety to a meal.

Because of this, I am often surprised when managers of smaller canteens express doubts as to whether it can really prove profitable to put ice-cream on their menu. Only the slightest ingenuity is needed to make it an added feature of interest for canteen customers, and consequently an immediate new scource of revenue.

Some of the bigger ice-cream producers will provide an ice-cream cabinet free of charge for large works canteens where the main meals served are in the region of 1,000 a week, while smaller canteens can rent a suitably sized one on reasonable terms. Management of a smaller firm might prefer to buy a cabinet on their own account, in which case an added percentage on sales is usually granted.

The larger and better known ice-cream firms also provide specialities to order, such as ice-cream gâteaux. Novelties like these provide an excellent sweet for the senior executives' dining room, or for those occasions when V.I.P.s are visiting the firm.

Ice-cream served by itself will give a minimum of 25 per cent profit. When accompanied by fruit or suitable sauce, or as part of a made-up dish, it peps up your menu—and your profit margin.

Buying points to watch: **supply**—buy from a manufacturer who can guarantee regular supplies even during those periods when seasonal demand is heaviest; **quality**—order from a maker of repute. The local health authority takes periodical samples of the ice-cream sold in your area, so you should take their rating into account.

As regards packaging, it is better from the service and economy viewpoints to sell pre-packed ice-cream rather than serve it from gallon tins, using ice-cream portioners. The No. 20 size portioners are intended to give 20 portions to one quart of ice-cream, but in actual practice, mainly because of individual handling techniques, you may find that your gallon only gives you 60 portions instead of 80. Add to this loss the difference in serving time, and the possible loss of purity because of careless serving and the comparison between methods becomes decidedly odious.

Cool for Keeps

IF you decide to make ice-cream a regular feature of your canteen menu your immediate need is an ice-cream cabinet, or (to use the more technical term which seems to be gaining popularity) an ice-cream conservator.

People who try to make extra use of the refrigerator they already have, always find that the ice-cream melts before they can serve it, unless they keep it in the deep-freeze compartment which is usually too small for the amount they want to store. The difference between a refrigerator and a conservator is that the latter is colder. Refrigerators operate between 38 and 44 degrees F.; conservators operate between 0 and 5 degrees F. Consequently ice-cream keeps indefinitely in a conservator.

Even in the smallest canteen it would not be advisable to have one with a working capacity of less than eight cubic feet. Usually they are available in sizes and shapes which can be easily and conveniently incorporated into the service counter. A capacity of eight cu. ft. will accommodate some forty gallons of packaged ice-cream. And you can also use it to store packs of frozen foods.

When ordering a conservator, consider these five points:—

Can it be fitted with a locking device?

Is there a warning device to indicate power failure?

Is the conservator fitted with castors?

Are the corners rounded for easy cleaning?

What arrangements are offered for servicing?

Used intelligently a conservator will soon repay initial expenditure. Like all other canteen equipment it should not be used for any purpose other than the one for which it was designed. It is a cardinal error to store anything in it other than packaged frozen foods or ice-cream.

If you want to chill some bottles of cordial or beer, do it anywhere but the ice-cream conservator. When bottles are put into the cabinet the temperature goes up with disastrous effects on the rest of the contents.

★

Stainless Style

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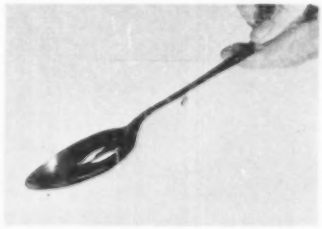

SPOON WITH A SECRET — The dish won't run away with this Pendo serving spoon ('Ataka' Products Ltd., Ruislip). The small hook on the handle prevents it falling into the bowl or saucepan. Priced 3s. 9d., it does away with messy fingers and, say the makers, the handle stays cool.

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- End of towel listing, checking and packing troubles.

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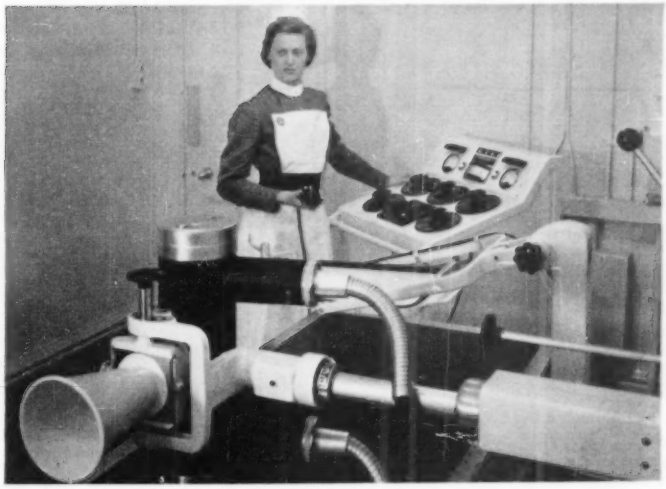
THE HYGIENETTE MFG. CO.,

39 VICTORIA ST., WESTMINSTER, S.W.1. **(ABBey 5175)**

The X-ray room at the Mobil Oil Company's London medical centre is beyond the scope of many firms; but company health services are basically the same —all need careful planning.



Industrial Health is just what the Doctor orders

By Dr. E. E. LIEBER

Medical Officer to the Microcell Group of Companies

THE health of its workers is of vital importance to any company not only for humane reasons but also for business reasons. Industrial medical officers and executives in industrial concerns are gradually coming to agree that no industry can operate efficiently without adequate health supervision.

Although industrial medicine is a relatively new field of study, occupational diseases are as old as history. In ancient Egypt the effects of various types of occupation upon the health of the workers were known. Pliny the Elder tells of the dust that causes "knife grinders phthisis" and also warns against the dangers of working with sulphur and zinc. Today, medical science has cleared away much of the mystery that surrounded industrial disease. Yet, in spite of all the progress which has been made, a man's working environment can still cause ill health, physical, emotional or mental.

A three-fold collaboration is necessary to ensure the health of the worker in industry. The medical officer cannot work productively without co-operation from the chemist and engineer. Industrial hygiene requires for its successful practice the services of specially trained physicians, engineers and chemists to assess and control those conditions in industry which can adversely affect health.

The Factories Acts require that workplaces must be kept clean, a reasonably comfortable temperature maintained, that ventilation be adequate, all injurious dust and fumes be removed from the working environment, lighting be sufficient and suitable, sanitary conveniences be provided within reasonable distance and that provision be made for first-aid equipment and medical supervision of personnel.

Control of environmental conditions is largely the responsibility of the Factory Inspectorate which brings expert medical and engineering opinions to bear on these problems.

The Management of any industrial concern which decides to start its own industrial health service does so for several reasons. There has been an increasing realisation of management's duty to protect the health of its employees. The careful maintenance of records of absenteeism because of sickness, accident and other causes is important in focusing attention on the harmful effects of certain industrial processes. Responsible management

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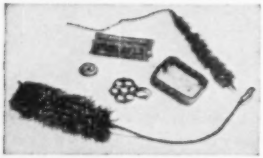

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Towels are often taken for granted when equipment for the works medical department is discussed. But the problem of quick, efficient and hygienic hand drying is a full-time study for towel manufacturers. Linen Replacement Services Ltd. have produced their Rolomatic towel cabinet to give trouble-free service. They install any number of cabinets, maintain them and launder the towels free of charge. Only charge to users is the cost of clean towels — 5s. per 45-yard roll.

fully appreciates the value of a medical service which relieves technological staff from any such duties and allows them to concentrate fully on production.

It is vital that the industrial medical officer should have the confidence of the firm's executives. When this has been established, he will be free to consider the development of the wider functions of the industrial medical service to be provided.

Comfort and Economy

In setting up a medical unit, the planners have to take into account not only the doctor's convenience but also the patient's comfort. The actual number of people employed in the factory demands careful consideration of the size and location of facilities, such as the surgery, first aid or nurse's room, rest room and secretary's room. Advance planning is necessary on the grounds of general economy and ease of maintenance of the unit. Possible future expansion should also be considered at this early stage so that there will be minimum interference in the day-to-day functions of the service.

The extent of diagnostic and treatment facilities which the service aims to provide needs an early decision from the industrial medical officer. If he aims to extend the range he may well get embroiled in company policy: management might argue that these facilities are available at the local hospital. So, when he seeks the complete confidence of the boardroom, he should secure a definite policy decision on this question.

Whatever decision is reached in this connection, the fact remains that the doctor's most valuable equipment is still his trained brain, his special senses, his hands and his patient sympathy.

Even so, the industrial medical officer *must* have the basic equipment and the best premises needed to deal with the patient *on the spot*. Much, of course, depends on the type of industry concerned, and every doctor will be guided in his choice by the type of industrial workers he is supervising together with his personal requirements and preferences.

There should be at least four medical rooms in any industrial unit: waiting room, consulting room, first-aid room, and secretary's office. A rest room is also desirable; only the smallest of organisations can afford to dispense with it, or preferably, to combine it with one of the others.

The waiting room should be light and airy with an adequate number of comfortable chairs. Nothing increases nervous tension in a patient more than a long wait in uncomfortable surroundings.

Consulting room: it is important that this room be sound-insulated from the rest of the unit. The colour scheme should be bright and cheerful, based on white or off-white colours. Fixtures should include wash-basin with a wall mirror over it, examination light, a glass-fronted cabinet for dressings, suture materials, etc.

Furnishings should include an examination couch, two chairs for patients, doctor's desk with adequate space for stationery and reference books, chair, waste paper basket and table lamp. Basic equipment includes a weighing machine, instrument trolley for immediate requirements, syringes, needles, steriliser and pedal-operated disposal bin for soiled dressings. Other diagnostic equipment, depending on the nature of the industry and the extent of the facilities provided, should include a stethoscope, aural speculum, ophthalmoscope, sphygmo-manometer, X-ray apparatus, etc.

Clean and Bright

First-aid room: like the other rooms this should be decorated brightly and cleanly. It must be furnished with a couch, a chair and small trolley for dressings, etc., in addition to a fully stocked first-aid box in compliance with the law.

Secretary's office: the essential function of the medical officer's secretary is to maintain the employees' health records. The whole furnishing and equipment of this room must be directed towards this end, with emphasis on a simple and easily accessible filing system.

GUARD-ALL SECURITY CASE

Apparatus of Modern Welfare last month dealt with methods of safeguarding the company payroll against bandits, and described the Guard-all security case with its built-in alarm siren. Despite this device, it was stated, a gang of thieves had successfully made off with one of these bags. The makers, Security Products Manufacturing Co. Ltd., have informed us that this was the only attempt ever made to interfere with a cashier carrying a Guard-all case.

The cases are already being used to carry £8-million a week in wages, and since the robbery the company concerned have purchased two more for their branches.

When the raid took place the siren started wailing, three of the four thieves ran back to their get-away car, and a woman nearby 'phoned for the police. The cashier's one big mistake was to leave his car with the bag, which was snatched from him by the fourth bandit who then escaped. The insurance company who dealt with the claim believe that, without the initial deterrent of the siren, the victims of the raid might have suffered serious injury.

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Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration

Safety

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THIS industrial safety helmet is the first piece of equipment of its type bearing a kite mark under licence 2820 to British Standards Specification 2826:1957.

(Kite marking guarantees to the user that *any* helmet chosen from production conforms absolutely to the standard.)

It is a heavy-duty model in tough aluminium alloy and ribbed for greater strength. Inside is an adjustable leather harness which can be quickly altered to fit all head sizes, while generous space between the harness and the shell guarantees good ventilation. The shell

itself can be sterilised without damage or deterioration to the surface finish and there is a large brim for added protection. Fitted to the harness is a heavy-duty webbing chinstrap.

Panorama Equipment Ltd., 29-36 Seymour Mews, Wigmore Street, London, W.1.

PUSH-BUTTON BARRIER

THIS new barrier-cream dispenser has been developed to deliver exactly the right amount of barrier cream merely by pulling a button, and to ensure perfect cleanliness it is now entirely chromium plated—inside and out—including working parts. It holds enough to dispense 150 to 200 normal

applications and incorporated in the lid is a locking device with a removable key to prevent misuse.

Rozalex Ltd., 10 Norfolk Street, Manchester, 2.

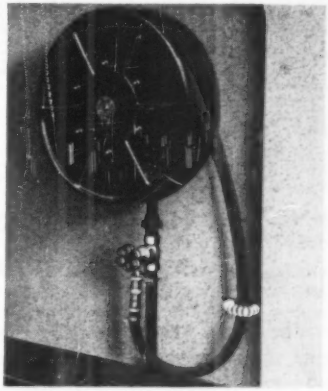
LIGHTNING FLAME-KILLER

WHEN oils or spirits burst into flame lightning action is called for. The Pyrene Company Ltd claim that they have just the equipment you need in their Model P.D.U. 25 dry chemical fire extinguisher. Filled with 25 lb. of "Pyrene" dry chemical, the extinguisher operates in an upright position, and is set in action by striking the top plunger. This releases pressure from a carbon dioxide gas cartridge, and the charge is

expelled as a finely diffused jet. This, say the makers, instantaneously suffocates the flame. For ease of control the nozzle is fitted with a squeeze-grip valve which stops the discharge when the grip is relaxed. Weight completely charged is 50 lb. The main container is of drawn steel, *Parkerized* to resist corrosion. Dimensions are: 25 in. high x 10 in. diameter. Length of continuous discharge is 16-18 seconds.

Designed for Speed

A fire appliance intended for wide application in industrial and commercial buildings is the new, improved Model "0" hose reel. This incorporates a simple and practical "Everyway"



wall attachment, fitted with nylon rollers, which enables the hose to be run out quickly in any direction without lateral movement of the reel.

Light and Compact

Adding to their range of portable mechanical equipment for fire brigades, the makers have developed this light and compact foam-making branchpipe. The F.B. 5X is an improvement on previous models: it is half the weight of the light alloy model and one-fifth the weight of the brass one. They have also halved its length to give it extra manœuvrability. The handwheel provides a firm grip on the pipe and also protects the water valve lever and foam compound control and connection.

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ROZALEX BARRIER CREAMS

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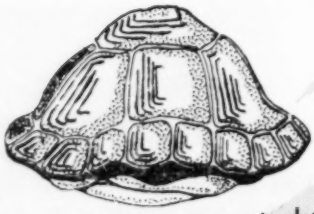

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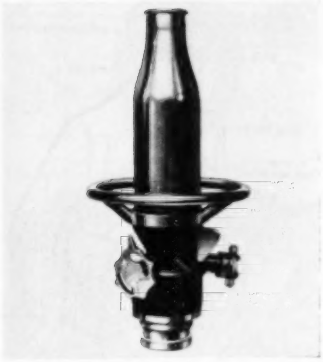
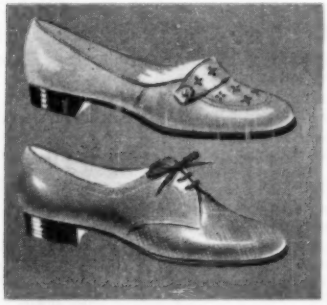


Rubber nosing protects the nozzle outlet against accidental damage. The high expansion characteristics of this branch pipe give an output of 500 gallons a minute.

The Pyrene Company Ltd, 9 Grosvenor Gardens, London, S.W.1.

FASHIONABLE SAFETY

THIS is one selection from a completely new range of safety shoes for ladies. They are so modelled as to be indistinguishable from normal fashion footwear and have a built-in steel toe-cap. *Nifties*, as they are called, have



been passed as conforming with B.S.I. specifications and include a casual in black calf with a neat punched motif, a court shoe in stone calf, a red leather walking shoe and a tie-front shoe in sherry calf. There is also a zipped calf bootee in black or brown.

Protective Footwear Service Ltd., Lodge Road, Kingswood, Bristol.

DUST BARRIER

THIS Mark VIII dust respirator consists of a moulded rubber facepiece to which is fitted a moulded plastic filter holder. A low-resistance, non-return outlet valve is situated at the bottom of the facepiece between the chin and the back of the filter holder and is so positioned that any condensed moisture is discharged to the atmosphere when the wearer exhales. The inlet valve is fitted centrally on the inside of the filter holder. The respirator is supplied in two sizes: normal and small.

A new feature is a more effective method of containing the filtering medium by fitting the resin impregnated merino-wool filter into a sealed metal cartridge, in the front of which are

circular perforated holes. A cotton-wool pre-filter is provided, and it is essential that this be changed regularly.

The complete respirator is held in position by an elastic harness. The whole can be quickly dismantled into its component parts for cleaning and disinfecting.

Also by the same firm is this new mask for paint-spraying. Its outstanding feature is that the wearer is supplied with fresh clean air from the same source of supply as the spray gun. By means of a simple adaptor, which is fitted with a fine adjustment valve to control the air supply to the mask, any spray-gun can be converted quickly, using only a spanner, by screwing on the adaptor to the airline connection on the handle of the gun. The mask supply tube is then plugged into the adaptor by means of a bayonet fitting. When the operator has finished spraying or needs to move away to fetch fresh work, he simply removes the mask

tube from the spray-gun by a quick turn of the plug.

Siebe, Gorman & Co., Ltd., Neptune Works, Davis Road, Chessington, Surrey.

PROOF AGAINST HEAT

THIS new *Panoramette* Mark III goggle has no grooves or cut-out sections in the windows. The lip of the frame has been deepened all round so that the window, which fits in at the point of the frame on the top of the nose, slips into the groove easily and is held in a firm grip by the deepened lip of the frame. It is thus impossible for the window to slip out, even when the goggle is used in extreme heat which can cause P.V.C. frames to

demould or distort. The side slots have been strengthened and widened to take ¾ in. elastic.

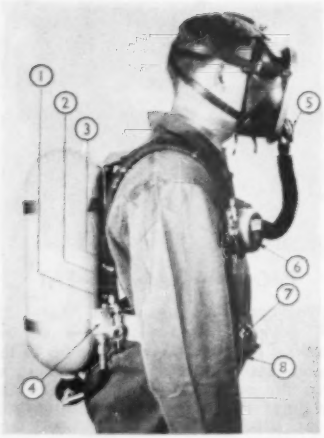
The goggle can be supplied with either the standard-mesh ventilation frame in crystal clear, ivory, yellow or green and fitted with a clear, green or amber window. There is also a chemical ventilation model with indirect ventilation in the frame.

Also new by the same firm is the *Visorette*, a two-piece P.V.C. goggle consisting of a flexible moulded frame, joined at the nose-piece, and fitted with a shatter-proof, acid-resisting acetate lens. This goggle incorporates a non-corrosive, metal-gauze filter which, it is claimed, does away with the need for anti-misting compounds.

Panorama Equipment Ltd., 29-36 Seymour Mews, Wigmore Street, London, W.1.

AIR FOR FIRE-FIGHTERS

THIS R.F.D./Heinke compressed-air set is made to Home Office specification for fire fighting and can also be used in toxic atmospheres. Some of its features are a full-vision mask with new quick-release and quick-adjusting



KEY—1. By-pass tube; 2. Demand valve tube; 3. Gauge tube; 4. Reducer; 5. Outlet Valve; 6. Demand valve; 7. Gauge; 8. Gauge pocket.

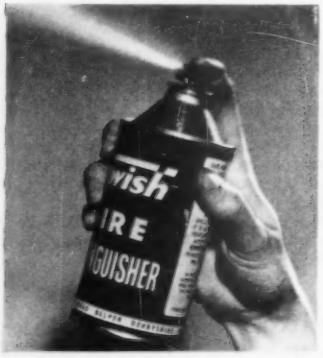
straps, a special mask inner seal, and a quick-release safety harness for attachment to a lifeline. The whole set weighs only about 28 lb. when fully operational.

The set is equipped with a valve to regulate the air pressure at 90 p.s.i., a bypass, demand valve and gauge. All the fittings are non-sparking and the harness, which is designed to support a man in a vertical position, is of parachute webbing with a minimum breaking strain of 2,800 lb.

R.F.D. Company Ltd., Godalming, Surrey.

FIRST-AID AGAINST FIRE

THIS new *Gwish* fire extinguisher is essentially for domestic use but could well come in handy in the small office or workroom also. It is an



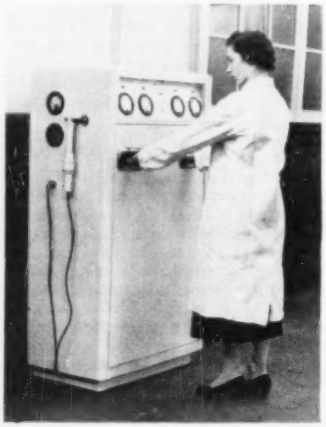
aerosol device which, claim the makers, douses flame in a few seconds by means of a chemical sealed under pressure in a lightweight canister and released as a powerful jet spray at a finger's touch. It is not intended to deal with advanced outbreaks of fire but is a "first aid" measure. It costs 12s. 11d.

Deb Chemical Proprietaries Ltd., Forfar Chemical Works, Belper, Derbyshire.

RADIATION MONITOR

THE makers of this new hand and clothing monitor claim for it many advantages over any similar equipment on the market.

Four large area scintillation counter with special dual scintillators are used to detect both alpha and beta contamination on the hands simultaneously. Separate meter indications are provided and a unique feature is that the final meter readings remain after the hands have been removed but are



cancelled when the next person begins testing.

Audible and visible danger-level warnings are given should the user be contaminated in excess of the maximum permissible level.

The two probes attached to the sides of the main cabinet provide separate indications of both alpha and beta-gamma levels and are used to measure radiation from clothing and footwear. As these can be used at the same time as the hand counters, it is possible to monitor three people simultaneously, thus greatly increasing the rate at which personnel can be checked for contamination.

E.M.I. Electronics Ltd., Hayes, Middlesex.

VERSATILE LIGHTING

THIS new harness has been produced by Nife Batteries to enable their safety cap lamps to be used also as chest lamps. It is made from 2 in. webbing straps adjustable at both

shoulders and waist, and a detachable battery pouch can be fitted in a variety of positions on the waist belt. The webbing headband is also adjustable to any size and consists of two 1-in. webbing straps, one running round the wearer's head and the other passing over the top. At the front joint there is a hard fibre plate to which the headpiece clip is riveted; at the rear joint a spring clip is fixed to hold the lamp cable neatly in position.

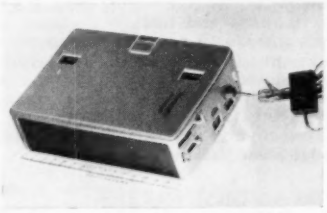
Nife Batteries, Redditch, Worcestershire.

Office Aid

PORTABLE RECORDER

THIS portable recorder, the *Dictet*, weighs less than 3 lb., looks like a camera and can carry 60-minute recordings on quarter-inch magnetic tape. It can be played back at once or posted for hearing and transcription elsewhere.

It has a magnesium case and magazine and a stainless-steel base plate. It is powered by two 6-volt mercury batteries for the motor and one 6-volt battery for the transistor amplifier, the battery life being about 20 hours for the motor and 40 hours for the amplifier. There are reversible, self-adjusting



spindles with automatic stops at the end of the tapes. It can carry some 400 feet of tape with a recording speed of 2½ inches per second.

Dimensions are 2 inches by 4½ inches by 6¼ inches.

Dictaphone Co. Ltd., 28 Telford Way, London, W.3.

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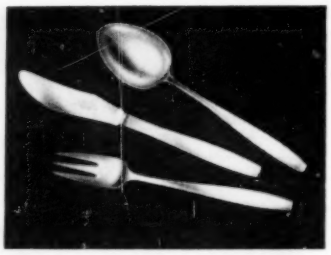
CATERING TODAY

(continued from page 35)

the canteen as attractive as possible, to encourage customers to take a pride in it, and to *tighten up on supervision.*

In recent years there has been a certain change in the design of knives, forks and spoons. But the change is not nearly so marked as it might, and perhaps should, have been. Tradition and etiquette demand that we use the back of the fork for balancing such awkward items as peas, when we know quite well that the front of the fork would be far more convenient. The four-pronged fork is losing favour, for it is not only ungainly in appearance, when compared with the three-pronged design, but it is more difficult to clean satisfactorily.

All cutlery should be sterilised after use, and in your choice of cutlery you should consider whether the design you fancy will stand up to this treatment. Knives, for instance, should not have their bone handles glued in. Far more serviceable are the one-piece metal knives on the market, or knives with moulded handles.



Elegant trio — Boston tableware by Elkington & Co. Ltd., Walsall.

For simplicity and elegance of design I find Elkington *Boston* stainless steel tableware hard to beat. H. L. Brown and Sons claim that their *Unicraft* knives with stainless steel blades and bone handles cannot be adversely affected by detergents, dishwashers or boiling water, and that the handles will neither discolour nor separate from the blades.

July Management Diary

UNIVERSITY OF BIRMINGHAM
(Institute for Engineering Production)
Productivity Study Courses
7-11 Linear programming theory and practice.
14-18 Queueing theory and practice.
21-Aug 1 Work study.

COLLEGE OF PRODUCTION TECHNOLOGY
(Great Chart, Nr. Ashford, Kent)
Residential Courses
June 30-July 4 Office methods. Five-day course.
7-11 Foremanship. Five-day course.
21-25 Foremanship. Five-day course.
External Courses
2-3 **London.** Office methods. Two-day course.
15-17 **London.** Work study and human relations. Three-day course.
28-29 **London.** Automation in factory and office. Two-day course.

INDUSTRIAL CO-PARTNERSHIP ASSOCIATION
11-13 **Girton College, Cambridge.** 28th Summer Conference.

INDUSTRIAL WELFARE SOCIETY
Residential Conferences
6-19 & 20- Aug. 2 **Christ's College, Cambridge.** Overseas executives.
Non-residential
30 June-July 4 Policies, practices, people. Course for junior executives and management trainees.
2-4 **Robert Hyde House, London.** Conference of European study tour delegates.

INSTITUTE OF PERSONNEL MANAGEMENT
1-4 **Cambridge.** Conference for overseas visitors.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
7-11 Selection methods—part II.
21-25 Selection methods—part III.

SUNDRIDGE PARK (Bromley, Kent)
6-11 Works management. One-week residential course.

URCHFONT MANOR (Devizes, Wiltshire)
7-12 Thinking, speaking, writing. Committee work, report compiling, etc.

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ST ALBANS

Speaking and Silence

(*continued from page* 21)

This industrial specialist was successful because he had planned his presentation. Speaking effectively in public, like many other management skills, is easily mastered provided we learn certain basic principles and then practise them faithfully.

We can divide the subject into two. *What* we say. *How* we say it. Personally, I disagree with the old adage "It's not what you say, but how you say it that counts". I consider the content of a speech to be most important; the method of presentation being important but still a secondary consideration.

Most of us speak best on a subject which really interests us. We know a lot about it and so we have something worthwhile to say about it. One of the world's greatest speech makers, Abraham Lincoln, made his immortal speeches about matters which concerned him most deeply — freedom, slavery and the union of the States of America. The more we know about a subject, however, the more we are tempted to tell too much about it. This is where the need for a plan comes in. What we say should be a selected top of the iceberg; underneath is nine-tenths of submerged knowledge. This hidden reserve does not need to be placed before our listeners, but it gives us an air of confidence and authority which is unmistakable.

A well-known teacher of the art of public speaking suggests that our plan should be as follows. We should start with one or two sentences which condense the point of our whole remarks. Our listeners then know at once what we are talking about. Then we should give the possible arguments against our proposal, concede the flaws, anticipate objections and counter them. Finally, we should prove why our own way is best (it is better to give one *best* reason rather than five or six apparently equally good reasons) and give the evidence for it.

We shall then be brief but convincing and we shall not need to apologize for the length of our speech as Bernard Shaw once apologized for the length of a letter. "I'm sorry", he said, "this letter is so long; I had no time to write a short one"!

Could we have your views on this subject? Another month we must go further into the method of presentation.

Discussion Leader

RoSPA Report

(*continued from page* 23)

With a set of white overalls, two assistants and a 25-gallon cask of whisky to manhandle, Mr. Hickling demonstrated the first principle of his instruction courses—"a man wants to be shown, not to be told". Judging from his reception, at least 800 safety officers will be using this as their motto in future.

* * *

Others papers read at the conference were:

Planning the job for safety — J. B. Kitchin, deputy head of ICI's central works study department;

Moving goods safely about the factory — A. J. Goodall, general works manager, Batchelor's Foods Ltd., Sheffield.

Portable means of access—J. McGuire, works manager, BEA, London Airport;

Safe handling of loads — H. H. Simmons, assistant controller, GPO supplies department.

Conference chairman was Mr. H. E. Phillips, chief safety officer, Vauxhall Motors Ltd.

* * *

DIRECTOR-GENERAL of RoSPA, Major-Gen. B. K. Young, C.B.E., M.C. will be retiring from the post later this year. He will be succeeded by the present deputy director-general, Brig. R. F. E. Stoney, C.B.E.

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Registered Design No. 819,509

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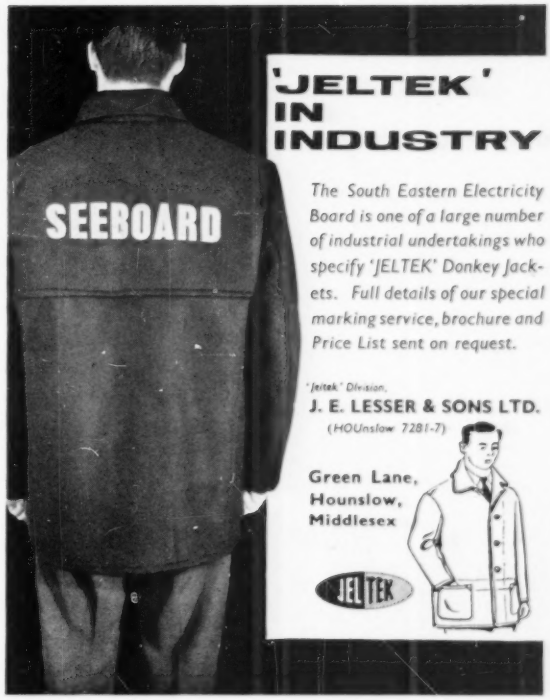

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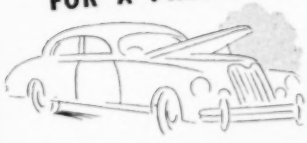

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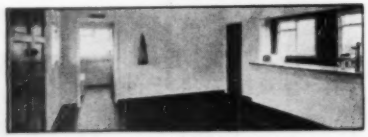

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